

**289th Plenary Meeting**

PC Journal No. 289, Agenda item 2

**DECISION No. 364  
STRENGTHENING OF OSCE OPERATIONAL CAPACITIES  
(REACT, OPERATION CENTRE, RESTRUCTURING OF  
THE OSCE SECRETARIAT)**

The Permanent Council,

Recalling the Decision of OSCE Heads of State and Government in the Charter for European Security to “set up Rapid Expert Assistance and Co-operation Teams (REACT) ..... [enabling] OSCE bodies and institutions, acting in accordance with their respective procedures, to offer experts quickly to OSCE participating States to provide assistance, in compliance with OSCE norms, in conflict prevention, crisis management and post-conflict rehabilitation” and to “set up an Operation Centre ..... to plan and deploy [OSCE] field operations, including those involving REACT resources”,

Further recalling the Istanbul Summit Declaration of the OSCE Heads of State and Government to “welcome the establishment, in the Charter, of a Rapid Expert Assistance and Co-operation Teams (REACT) programme for the OSCE”,

Recognizing that the ability to deploy rapidly civilian and police expertise is essential to effective conflict prevention, crisis management and post-conflict rehabilitation,

Further recognizing the need to strengthen the operational capacity of the OSCE, in particular its Secretariat, notably with regard to the planning and deployment of large missions,

Endeavouring to ensure the optimal use of human resources in OSCE institutions and missions, providing in particular adequate personnel services to the Secretariat and international staffing services to missions,

Taking note of the concept papers for REACT (SEC.GAL/41/00) and (SEC.GAL/58/00), for the Operation Centre (SEC.GAL/43/00) and (SEC.GAL/57/00) and for the reorganization of the OSCE Secretariat (SEC.GAL/49/00), (SEC.GAL/50/00), (SEC.GAL/50/00/Add.1) and (SEC.GAL/53/00),

(a) Decides to implement the REACT programme and make it fully operational in the shortest possible time; further decides to enhance the operational capacities of the Secretariat

by implementing a Unified Human Resources Management System that will significantly improve the OSCE's rapid reaction capacity;

- The programme provides for rapid recruitment and deployment in crisis situations and an integrated staffing mechanism for all OSCE missions and field operations the Permanent Council has decided upon;
  - The programme will become effective through standardization of the recruitment and staffing process (staffing matrix as contained, for example, in SEC.GAL/41/00, application form, formatted curriculum vitae form, glossary of terms used in the recruitment-selection process, guide to fieldwork in the OSCE) including training; complementarity of the processes in participating States and the Secretariat must be ensured;
  - The OSCE Human Resources Extranet links the participating States, the Secretariat and OSCE field activities for the transfer and automated processing in an integrated electronic environment of information on candidates nominated by the States for field assignments, including those for REACT purposes;
  - The Secretary General is requested to further develop already existing procedures for the processing of candidates' data including an open, fair and transparent decision-making process for the selection of new members of missions and field operations; in addition to qualifications of candidates, the Secretariat in co-ordination with the Missions will take into account the need for geographical and gender balance when recruiting and selecting personnel, but without compromising the selection criteria;
  - The Secretary General is requested to fully implement the REACT programme;
  - He is further requested to report regularly to the Permanent Council on the progress of the implementation of the programme, including staffing procedures, and to prepare proposals for further decisions of the Permanent Council as appropriate;
  - Decides to review progress of the implementation of the REACT programme by the next Ministerial Meeting in Vienna that might take further decisions;
- (b) Decides to rename the Department for Administration and Operations into the Department of Support Services and Budget and reorganize it in accordance with SEC.GAL/50/00/Add.1;
- (c) Decides to establish a Department of Human Resources, within the Secretariat, headed by a Director at D-2 level as proposed by the Secretary General;
- In order to ensure a comprehensive approach in the area of human resource management including the REACT programme, the new Department will consist of the Mission Staffing unit, the Personnel unit, the section for Training and Capacity-building and the unit on Gender Issues;

- (d) Decides to reorganize the Conflict Prevention Centre;
- By establishing an Operation Centre;
    - Apart from its function of identifying potential crisis areas, the Operation Centre will serve as a planning cell for future missions and field operations; it prepares the deployment of new missions/field operations in case the Permanent Council has decided on such an operation;
    - The Operation Centre works closely with other Secretariat's units, in particular with the Mission Programme Section, the Department of Support Services and Budget and the Department of Human Resources, providing the necessary staff for a new operation;
    - The Operation Centre's core staff will, to the extent possible, be drawn from personnel with appropriate expertise seconded by participating States and from existing Secretariat resources; this core staff should be included in the 2001 budget proposal as contracted posts; in case no appropriate secondments are forthcoming, the Permanent Council can decide to fill these positions with contracted personnel this year using existing budgetary resources; regular recruitment procedures for contracted posts will be applied;
  - And by reorganizing the Mission Liaison Section into the Mission Programme Section;
    - The Mission Programme Section will be the primary point of contact on all OSCE mission matters; it will overview and ensure focused follow-up effort of all Secretariat activities in support of missions' mandate implementation;
    - The Head of the Mission Programme Section will become Deputy Director of the Conflict Prevention Centre;
    - Close co-operation with the Operation Centre is required which is tasked with the operational planning and with providing the necessary information;
- (e) Places the External Co-operation Section under the direct supervision of the Secretary General;
- Together with other Sections within the Secretariat it will be responsible for the implementation of the modalities of co-operation in accordance with part II of the Operational Document of the Charter for European Security;
- (f) Taking note of the proposals circulated by the Secretary General (PC.IFC/49/00), (SEC.GAL/50/00), (PC.IFC/50/00/Rev.1) and (PC.IFC/51/00) as well as in the light of the conclusions of the Information Technology (IT) experts (PC.DEL/358/00) approves a supplementary budget for 2000 in the amount of EUR 1,903,591 as presented in the Annex;

- IT experts will continue their rigorous review of the OSCE's IT plans (including all Information Systems Strategic Plan projects) to ensure that they are cost effective and appropriate to the OSCE's needs; the review should be completed before the 2001 draft budget proposal is tabled in October;
  - Efforts will be made to identify savings in the Mid-Term Review of budgets in July with a view to setting such savings against the total costs of this supplementary budget (Annex); related IT investment in 2000 will be reflected by reductions in proposed expenditures for 2001;
- (g) Further approves additions to the OSCE Post Table as presented in the Annex; further changes in the Post Table due to additional tasks or synergies achieved through the reorganization of the Secretariat will be subject to the budget discussion in autumn 2000.

The supplementary budget and the Post Table addition cover the period 1 July to 31 December 2000.

Proposals for Secretariat strengthening  
Overview of resource implications  
(1 July – 31 December 2000)

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1.	REACT/Human Resources Management System (PC.IFC/50/00/Rev.1)		
	<u>Total funds</u> (including temporary staff costs, travel, services and utilities, investments, supplies)		EUR 1,787,191
2.	Operations Centre (PC.IFC/51/00)		
	<u>seconded posts</u>	1 P-5 Head/Planner 1 P-4 Resource Planner 1 P-4 Police Advisor 1 P-4 Military Liaison Officer	
	<u>budgeted posts</u>	1 G-4 Secretary	
	<u>Total funds</u> (including travel, investment cost, training etc.)		EUR 72,100
3.	Reorganization of the Secretariat (PC.IFC/49/00) and (SEC.GAL/50/00)		
	<u>seconded posts</u>	3 Junior Professional Officers (P-2) (to assist Programme Officers)	
	<u>budgeted posts</u>	1 D-2 Director, Department of Human Resources	
	<u>Total funds</u>		EUR 44,300
	 GRAND TOTAL		 EUR 1,903,591