

# Secretariat

## Secretariat

King Juan Carlos I of Spain (right) meets OSCE Secretary General Marc Perrin de Brichambaut (left), in Vienna on 21 November. The King took part in the inauguration ceremony of the new premises. (OSCE/Mikhail Evstafiev)

The new OSCE Secretariat headquarters in Vienna's historic Palais Palfy-Erdody. (Ulf Harr)

*The Secretariat, located in Vienna, assists the Chairmanship-in-Office in its activities, offering expertise, providing analysis, drafting decisions, publicizing OSCE policy and practices and maintaining contacts with Partners for Co-operation and other international organizations. The Secretariat assists the participating States in implementing their decisions and supports the process of political dialogue and negotiations among participating States. The Secretariat supports all other OSCE structures in the implementation of the mandates and policy guidance received from the participating States, in the proper application of the Common Regulatory Management System and in programmatic co-ordination.*

*The Secretary General derives his authority from the collective decisions of the participating States and acts under the guidance of the Chairmanship-in-Office, supporting it in all activities aimed at fulfilling the goals of the OSCE. The Secretary General ensures implementation of OSCE decisions, and acts as Chief Administrative Officer of the Organization and Head of the OSCE Secretariat. In 2007, the Secretary General continued to ensure effective and efficient implementation of his mandate, as well as all other tasks set by the participating States for the year.*



*The Secretariat comprises the Office of the Secretary General, the Conflict Prevention Centre, the Office of the Co-ordinator of OSCE Economic and Environmental Activities, the Department of Management and Finance, the Department of Human Resources and the Office of Internal Oversight. 2007 saw the move of the Secretariat to the historic and newly renovated Palais Palfy-Erdody at Wallnerstrasse 6, inaugurated by King Juan Carlos I of Spain and Austrian President Dr. Heinz Fischer.*

Approved budget: €30,868,600

## Office of the Secretary General

*The Office of the Secretary General includes the Executive Management team and the-  
matic as well as operational units. These are  
the Strategic Police Matters Unit, the Ac-  
tion against Terrorism Unit, the Office of the  
Special Representative and Co-ordinator for  
Combating Trafficking in Human Beings, the  
External Co-operation Section, the Gender  
Section, the Press and Public Information Sec-  
tion, Legal Services and Security Management.*

### Executive Management

*Executive Management continued to support  
the Secretary General in the effective imple-  
mentation of his mandate. The team served  
as the focal point for internal co-ordination  
within the Secretariat. It facilitated the provi-  
sion of expert and advisory support to the  
Secretary General, the Chairmanship and the  
participating States; assisted the Secretary  
General in providing overall guidance and  
specific directives on management issues;  
supported him with regard to strategic policy  
and issues that cut across dimensions relevant  
to the whole Organization, including those  
requiring coherent and concerted action by  
several executive structures.*

In 2007, Executive Management, in close co-ordina-  
tion with other parts of the Secretariat, took the lead  
in the expansion of Performance-Based Programme  
Budgeting throughout the Organization. For the first  
time, the Organization applied Programme Budgeting  
in all OSCE Funds in preparation for the 2008 budget  
year. In another first, the Secretary General presented  
the Programme Outline and the Unified Budget Pro-  
posal in the Permanent Council. In May, the Secre-  
tary General reported to the Permanent Council on

progress made on a task set by the 2006 Ministerial  
Council to further strengthen the effectiveness of the  
OSCE and its executive structures. Later in the year,  
the Secretary General reported to the participating  
States on a revised table of posts of the OSCE Secre-  
tariat and on the mandates of the OSCE Secretariat.

Throughout the year, Executive Management  
co-ordinated day-to-day work between the Sec-  
retariat and the Chairmanship. Together with the  
Spanish Chairmanship, it established and maintained  
co-operation between the two, with clear distribution  
of responsibilities and channels of communication.  
It ensured that the Chairmanship received timely  
advisory support, background information, draft deci-  
sions, speaking points and other support as necessary.  
Executive Management co-ordinated and compiled  
contributions from all OSCE executive structures to  
the Chairmanship's work on issues high on the year's  
agenda. It also provided co-ordinated preparatory as-  
sistance to the incoming 2008 Chairmanship.

In close co-ordination with all relevant parts of  
the Secretariat and other executive structures, Execu-  
tive Management ensured the provision of necessary  
support to the Secretary General in contributing to  
the work of OSCE decision-making and informal bod-  
ies and consulting with participating States, including  
bilateral meetings and visits to participating States,  
Partners for Co-operation and other international  
organizations, as well as regular or *ad hoc* reports to  
the participating States. Executive Management pre-  
pared co-ordinated weekly reports by the Secretary  
General to the Permanent Council, an annual report  
to the Ministerial Council, annual reports on thematic  
issues, contributions to regular or *ad hoc* OSCE meet-  
ings and other conferences, and other specific reports  
and contributions, such as on organized crime and on  
the United Nation's *Alliance of Civilizations*. Executive  
Management, in close co-ordination with the Press  
and Public Information Section and the External Co-  
operation Section, supported the Secretary General's  
and Chairmanship's concerted efforts to publicize  
OSCE activities and increase the visibility of the  
Organization.

### Strategic Police Matters Unit

*The Unit implemented a number of success-  
ful activities this year, with highlights ranging  
from bolstering co-operation to tackle cross-  
border organized crime in the OSCE area  
to working on police training and reform in  
Central Asia and the South Caucasus.*

To respond to participating States' concerns about the  
continuing spread of illicit trafficking in drugs such  
as opiates from Afghanistan, the Unit and the UN  
Office on Drugs and Crime organized OSCE-wide and  
regional expert conferences addressing the need for  
enhanced law enforcement and judiciary co-operation  
and intelligence sharing. Following a Permanent

Council Decision last year, practitioners from participating States, Partners for Co-operation and representatives of international organizations met at a Drugs Experts Conference in Vienna in June.

The Unit facilitated and financed the training of 10 Afghani Police Officers on counter narcotic matters at the Russian Advanced Police Academy in Domodedovo, complementing ongoing international assistance to Afghanistan.

To assist in the fight against organized crime, the Unit managed an extra-budgetary project funded by Belgium to help implement relevant Ministerial Council decisions.

Another successful extra-budgetary project, funded by the Spanish Chairmanship, enhanced co-operation among police, prosecutors and judges in the investigation of cross-border organized crime. Implemented in Albania and Montenegro, the project focused on the interaction of these three institutions in the investigation of organized crime, particularly human trafficking.

The Unit also supported field operations, with a special emphasis this year on those based in Central Asia and South Caucasus. It assisted the Project Co-ordinator in Uzbekistan, for example, in conceptualizing a project to help the Uzbek Police Academy and provided expertise during its implementation. Another highlight of the year was forming and organizing a fact-finding mission to Tajikistan in December, aimed at assisting the national authorities in identifying needs for police reform.

One of the core activities of the Unit was the promotion of police-public partnerships through community policing, which is based on the principles of democratic policing. It organized three regional police experts meetings in this field. The Unit embarked on drafting a document on good practices in building police-public partnerships, as discussed at the meeting. Due to be finalized in February 2008, the document is expected to provide a common basis for all OSCE activities related to community safety.

To aid field operations in delivering basic police training, the Unit has conducted thorough research and analysis and drafted a guide, *Good Practices in Basic Police Training – Curricula Aspect*. The document, to be finalized in February 2008, aims at assisting police services in making their basic police training models more effective, professional and society-oriented.

The Policing OnLine Information System reached maturity in 2007. As a result, the number of registered users increased more than 4.5 times, while the number of experts entered into the Policing Experts Database tripled. The Unit also launched a user-friendly online event registration system which allowed users to register for events in a simple manner.

## Action against Terrorism Unit

*The Action against Terrorism Unit, the focal point for OSCE counter-terrorism co-ordination and activities, prepared more than 20 food-for-thought and concept papers in 2007 on emerging new anti-terrorism strategies in response to requests by the Chairman-in-Office, participating States and the Secretary General. Many of these ideas were subsequently developed into concrete OSCE initiatives, such as on combating terrorist use of the Internet or on enhancing public-private partnerships in combating terrorism.*

The Unit organized, supported, or otherwise facilitated 16 capacity-building activities at the OSCE-wide, regional and national level. Among the most important were:

- A political conference on *Public-Private Partnerships in Countering Terrorism* in Vienna, a joint initiative of the Russian Federation and the United States (U.S.) funded by Spain and the U.S. – resulting in a Ministerial Council commitment to actively involve the business sector and civil society in the fight against terrorism.
- One OSCE-wide workshop in Vienna and two regional ones on enhancing legal co-operation in criminal matters related to terrorism held in Antalya, funded by Spain, and in Helsinki, funded by Finland and Spain – reinforcing knowledge of the international legal framework and the relevant technical tools for such co-operation.
- An OSCE-wide workshop in Vienna, a regional one in Madrid and a national event in Tashkent on travel document security funded by Spain and the U.S. – increasing expertise on the International Civil Aviation Organization standards for machine-readable and electronic travel documents, handling and issuance and the International Criminal Police Organization (Interpol) databases; an intensive training course on forged document detection in Skopje – improving Border Police capacity to identify and control forged documents; as well as a needs assessment/planning mission to Moldova to determine the feasibility of real-time connection to Interpol's databases at border controls.
- An OSCE-wide workshop in Vienna on combating incitement to terrorism on the Internet funded by Spain and Germany – continuing and expanding the OSCE's pioneering work on combating terrorist use of the Internet.
- Two events related to container/supply chain security in Astana and Belgrade – resulting in



Experts from the OSCE and Germany examine an Uzbek passport during a workshop on travel documents security in Tashkent on 1 March. (OSCE)

more effective implementation of the World Customs Organization's Framework of Standards.

The Unit further expanded the scope and enhanced the substance of the *Counter-Terrorism Network*. It also conducted formal and informal consultations with other OSCE structures and many key international bodies, in particular the United Nations, resulting in several joint activities. A significant achievement of the Unit was the second roundtable of counter-terrorism practitioners of major regional and sub-regional organizations, held in Vilnius.

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



"I kidnap girls from the traffickers," says Iana Matei on 6 June as she heads towards the shelter for trafficking victims that she directs in the outskirts of Bucharest. (OSCE/Blanca Tapia)

## Office of the Special Representative and Co-ordinator for Combating Trafficking in Human Beings

*The Special Representative catalyses action against trafficking in human beings. In 2007, progress was achieved through advocacy, in bilateral meetings with government and other political decision makers, in media and through concerted efforts to support and assist participating States.*

The Special Representative engaged in a permanent consultative process within the OSCE Institutions, with participating States and with other international organizations and non-governmental organizations to formulate the thrust of the year's priorities. The Office, under the umbrella of the Alliance against Trafficking in Persons, organized two major conferences:

The sixth Alliance conference, entitled *National Monitoring and Reporting Mechanisms to Address Trafficking in Human Beings*, was the first ever to analyse how to identify the scope of trafficking. It examined the tasks of gathering and analysing information, the role played by reporting mechanisms and the challenges at the national level. The event, held in Vienna on 21 May, showcased for the more than 200 attendees the existing practices in the few participating States that have set up such mechanisms.

The seventh Alliance conference, *Assistance to Trafficked Persons: We Can Do Better*, brought together more than 270 experts in Vienna on 10 and 11 September. The participants called for more investment in evidence-based research on trafficking to permit more targeted policies for identifying and assisting victims of trafficking.

In order to raise the visibility of the OSCE's anti-trafficking work, the Special Representative and her Office participated in more than 40 conferences

and public events and devoted particular attention to working with the media and Internet to enhance coverage of the OSCE's work and to raise the profile of the fight against trafficking in an accurate and challenging way. Within the OSCE, she participated in the Permanent Council's new Human Dimension Committee and met directly with senior government officials.

*"[The Office of the Special Representative] has made great efforts to understand the problems of human trafficking and their underlying causes, seeking the appropriate policy response in a co-ordinated fashion."*

— Roger Plant, Head of the International Labour Organization's Special Action Programme to Combat Forced Labour

### Promoting regional co-operation

The Special Representative launched several initiatives to promote regional responses to trafficking in human beings:

**Baltic and Nordic States.** Her main regional focus was the Baltic States, which have developed substantial experience in combating trafficking for sexual exploitation and child trafficking. She spoke at a number of Nordic-Baltic events, including the 2007 annual meeting of the Council of the Baltic Sea States' contact points on combating child trafficking in Warsaw. She addressed the innovative topic of engaging the media and business community in anti-trafficking work at a conference in October in Vilnius, which was jointly organized by the Republic of Lithuania, the OSCE and the United Nations (UN) Office on Drugs and Crime within the framework of the UN *Global Initiative to Fight Human Trafficking*. The conference looked at decreasing the demand for unreasonably cheap labour and services and explored ethical considerations for the media covering this topic.

**Central Asia.** The OSCE organized a roundtable in Bishkek in December in co-operation with the Kyrgyz authorities. The meeting focused on the implementation of conclusions and recommendations made at the 2006 Astana anti-trafficking conference, which the OSCE published in 2007 and distributed to regional stakeholders. The roundtable spurred co-operation with the region's anti-trafficking structures and its non-governmental organizations.

*Special Representative:*  
Eva Biaudet

### Human trafficking priority areas:

- acting to establish national anti-trafficking structures;
- promoting evidence-based policies and programmes;
- stepping up efforts to prevent trafficking in human beings;
- prioritizing action against child trafficking;
- addressing all forms of trafficking in human beings; and
- promoting effective assistance and access to justice for all victims.

## Gender Section

*The Gender Section assisted the OSCE in including a gender perspective in its activities, policies, programmes and projects as stipulated in the OSCE Action Plan for the Promotion of Gender Equality.*

The Section provided support to all OSCE gender focal points. It organized frequent co-ordination sessions and gave technical assistance on how to better take into account the specific needs and contributions of both women and men when developing programme activities.

Close co-operation took place with the Strategic Police Matters Unit in organizing a seminar in Madrid that promoted women’s participation at all levels of police management. The Section also supported the Office of the Co-ordinator of OSCE Economic and Environmental Activities in its efforts to take into account the link between gender considerations, migration policies and water management in its conferences.

The Gender Section assisted the Department of Human Resources in developing a series of gender training sessions. Furthermore, the Section contributed to the gender session of the OSCE Parliamentary Assembly’s *Annual Meeting* and also provided data for the development of the *Gender Balance Report* of the Parliamentary Assembly.

In March, the Gender Section organized the annual gender focal points meeting in Vienna. In response to meeting recommendations, the Section prepared a compilation of the field operations’ extra-budgetary project proposals for the promotion of women’s rights in order to highlight planned projects that need funding. The Section also prepared a compilation of the field operations’ projects for the promotion of women’s rights within the priority areas of the *Action Plan*.

Additionally, the Gender Section organized a working session for the gender focal points attending the *Human Dimension Implementation Meeting* in Warsaw. This initiative aimed at highlighting gender aspects of security. This year, the Gender Section visited the field operations in Ukraine, Uzbekistan, Skopje, Albania and Ashgabad, assisting them in their

effort to meet the requirements of the *Action Plan*. It also contributed to the regional meetings of the heads of field operations in Central Asia and in South-eastern Europe.

In July, the Gender Section evaluated progress on the *Action Plan*. The report, which the Secretary General presented to the Permanent Council, highlighted how few women have reached management positions in the OSCE. To address this, the Section co-operated with the Department of Human Resources to broaden and intensify the distribution of vacancy notices for management positions in order for the information to reach a maximum number of highly qualified female professionals.

The Section helped both to propose improvements to maternity and paternity leave entitlements and to develop a system for flexible working arrangements in the Secretariat.

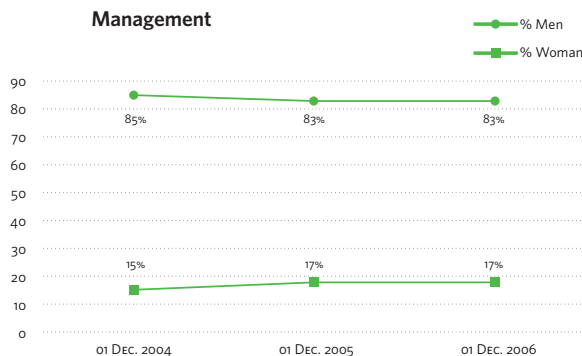
The Gender Section developed and distributed to all OSCE staff a *Guide on the OSCE Policy against Harassment, Sexual Harassment and Discrimination* in English and Russian. It also updated the indicators on gender equality in the annex to the gender mainstreaming tool *Filling the GAPS*.

## Press and Public Information Section

*In February, the Secretary General endorsed the section’s Communication Strategy, the first of its kind for the Organization. Given the OSCE’s decentralized structure, the Strategy primarily covers the Secretariat, but other parts of the Organization have adopted elements. The Strategy includes a 10-point 2007 Action Plan covering all aspects of work with the media, general public and academia.*

The Section has implemented some key aspects of the *Action Plan*. It has:

- launched a new electronic newsletter aimed at journalists, called *OSCE Highlights*;
- published new-look fact sheets in all six official languages, a revamped *OSCE Handbook* and a redesigned *Annual Report*;
- produced an interactive presentation on Compact Disc and online that explains the OSCE in simple terms in all six official languages. *The OSCE at work* was an extra-budgetary project funded by Austria, France, Italy and Spain;



- introduced multimedia services on the OSCE website, including a database built entirely with existing resources. More than 60 video and audio clips are already available, covering the Ministerial Council and topics such as recycling *Melange*;
- added more than 2,100 new documents, 1,600 photos and 70 feature stories as well as hundreds of new pages to the website, including 24 conference sites;
- published four issues of the *OSCE Magazine* and expanded distribution to boost its role as a public diplomacy tool;
- co-ordinated dozens of interviews, articles and opinion pieces involving the Chairman-in-Office, Secretary General and others;
- given presentations on the OSCE to more than 60 visitor groups - nearly 1,700 people from 21 countries.

The section launched an extra-budgetary project, funded in part by the United States, for a multi-language version of the website. This is a crucial part of efforts to raise OSCE visibility by reaching out in other languages, not least Russian, the second most widely spoken OSCE language.

The section also planned and embarked on another extra-budgetary project for a role-playing event for young people aged 16 to 20. The Model OSCE, scheduled to be held for the first time in summer 2008, will give students the chance to learn about diplomacy and international relations - and the role of the OSCE - through action as well as study.

## Legal Services

As mandated by the Ministerial Council, discussions concerning the draft Convention on Legal Personality and Privileges and Immunities continued. Legal Services provided support to the working group, which addressed the implications of the OSCE's lack of international legal status and uniform privileges and immunities. In the absence of a Convention addressing these issues, problems related to the lack of legal status and protection for the Organization and its staff continued to impede the smooth operation of OSCE activities, especially larger projects in the field. Following extensive negotiations in the legal experts working group, a draft text for a Convention was provided to the Chairmanship.

Legal Services also took part in the negotiations of the Contribution and User Agreements required for the Secretariat's move to the new Wallnerstrasse premises. Legal Services continued to provide advice to the various OSCE actors, especially with respect to the drafting, revision and interpretation of OSCE documents and agreements, including the financial and staff regulations. It was also instrumental in the settlement of disputes.

# Conflict Prevention Centre

*The Conflict Prevention Centre co-ordinates the activities of the OSCE's field operations and assists them in the implementation of their mandates. It is also the focal point in the Secretariat for developing the OSCE's role in the politico-military dimension, with a particular focus on areas such as early warning, conflict prevention, crisis management and post-conflict rehabilitation.*

## Policy Support Service

The **South-eastern Europe Desk** assisted the Chairmanship in guiding the Organization's involvement in Kosovo. It co-ordinated closely with partner organizations and kept them abreast of the Organization's programmes.

The Desk continued to contribute to facilitating the two regional co-operation processes: the so-called *Palic Process* of inter-State judicial co-operation on war crimes proceedings and the *Sarajevo Process* of regional refugee returns, providing expert assistance in preparation for future high-level conferences and facilitating dialogue among the interested participating States, including by providing input and guidance to the field operations concerned.

The **Eastern Europe Desk** supported OSCE efforts to initiate negotiations for a peaceful settlement of the Transnistria issue, following their breakdown in spring 2007. The Desk further assisted field operations in Ukraine and Minsk in satisfying the demand for projects from host State authorities.

The **Caucasus Desk** assisted the field operations in activities related to the settlement of unresolved conflicts, in particular the Georgian-Ossetian conflict and the conflict dealt with by the OSCE Minsk Conference or the Nagorno-Karabakh conflict. The Desk contributed to the preparation, conduct and follow-up of high-level visits by the Chairmanship to Armenia, Azerbaijan and Georgia. In Georgia, the Desk supported the implementation of a large-scale *Economic Rehabilitation Programme* in the zone of the Georgian-Ossetian conflict and adjacent areas. The Desk was also closely involved in the follow-up to the 6 August missile incident in Georgia.

The **Central Asia Desk**, together with the Centre in Dushanbe and the Government of Tajikistan, launched

a task force to intensify co-ordination of the Organization's activities with the host country. A March meeting in Dushanbe, the task force's third, improved the working relationship between the host country and the field operation. The Desk also helped the field presence in Kazakhstan to move its operation to Astana from Almaty and provided assistance to the Chairmanship and the host country in their negotiation of a new mandate for the Centre. The Central Asia Desk also helped train Kazakhstani civil servants in OSCE issues in preparation for the 2010 Kazakhstani Chairmanship. The Desk provided support to a group of OSCE Ambassadors visiting Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan, and to the OSCE Border Assessment Mission to Kyrgyzstan.

## Programming and Evaluation Support Unit

The Programming and Evaluation Support Unit spearheaded the roll-out across the Organization of Performance-Based Programme Budgeting, which places a stronger emphasis on the planning, communication and gauging of targeted results. Since 2006, when the approach was conceptualized, the Unit has been helping all field operations to apply it to their 2008 programmes. It developed an *Orientation Guide* and provided in-Mission training on a variety of working tools.

The Unit continued to develop and refine existing tools and templates for the use of project management staff in the field. It also provided project management staff with daily support on all aspects of the project cycle designed to improve the effectiveness and quality of OSCE projects.

Finally, the Unit co-ordinated the assessment of 137 extra-budgetary projects planned by the Organization's field operations amounting to more than €37.5 million.

## Operations Service

**Operational planning and analysis.** Acting as the primary point of co-ordination for operational planning and operational analysis within the Secretariat, the Service helped in 2007 with planning the closure of the Office of the Organization's Representative to the Estonian Commission on Military Pensioners, the future involvement of the Organization in Kosovo and the restructuring of the field presence in Croatia. It organized and took part in relevant task force meetings,

## Gender projects

*The Unit delivered a train-the-trainer course on gender-mainstreaming projects from 4 through 10 February for field mission staff. It provided a similar training session, with a particular focus on politico-military activities, at the annual meeting of the Organization's Gender Focal Points on 27 and 28 March. The Unit strives to ensure that references to OSCE commitments for the promotion of gender equality are included in training material related to Project Management and to Performance-Based Programme Budgeting.*

→ Training on using radio-controlled initiation systems to destroy unexploded ammunition at Novobohdanivka, Ukraine. The OSCE provided equipment and training to the Ministry of Emergency Situations. (OSCE/Alexander Savelyev)

↓ The Kyrgyz border with Uzbekistan in the Ferghana valley. CPC border assessment visit to Kyrgyzstan in September (OSCE/Markus Karlsen)





needs-assessment visits and follow-up activities.

Concerning operational analysis, the Service focused on developing a systematic approach to lessons learning and on preparing useful best practices reports. In particular, the Service developed and introduced a system of structured debriefings for outgoing senior officials from field operations. In co-operation with the United Nations (UN) Department of Political Affairs and the Geneva Centre for Security Policy, the Service organized high-level consultations to draw key lessons from mediation and conflict resolution experiences in the Organization's area.

As in previous years, the Service supported the Chairmanship in the organization of the *Annual Security Review Conference*. As a follow-up to a request by participating States, the Service prepared a review of existing OSCE mechanisms and procedures for early warning, conflict prevention and crisis management. Support was also provided to the new Security Committee of the Permanent Council.

**24 hours/7 days a week operational link.** Through its Situation/Communication Room, the Service provided a round-the-clock operational link and focal point of contact among the Troika, delegations, the Secretary General, Institutions and field operations, especially outside working hours. The Service constantly monitored events in the OSCE area, providing real-time reporting with a particular focus on emerging crisis situations. The Service produced daily briefs, special briefings, bi-weekly regional summaries and calendars of upcoming events. It also provided operational assistance for emergency cases in the field, including security incidents and medical evacuations.

**Border security and management.** In 2007, through its Borders Team, the Operations Service assumed responsibility for maintaining the efficient functioning of the OSCE Border Security and Management National Focal Point Network. The Service prepared and disseminated regular newsletters to the Network summarizing major events and plans for future activities. Furthermore, it organized the Network's first meeting in Vienna in November back-to-back with a co-ordination meeting with representatives of field operations.

Following the field assessment visit to Tajikistan last year, the Service worked with the Centre in Dushanbe and the Tajikistan authorities on the development of border-related projects aimed at strengthening Tajikistan's borders. A comprehensive border assessment in Kyrgyzstan was also conducted. Support on border-related issues was also provided to a variety of events conducted by the Action against Terrorism Unit and the Office of the Co-ordinator of OSCE Economic and Environmental Activities. Finally, the Service continued to work with international partners within the framework of the *Ohrid Border Process*.

## Forum for Security Co-operation Support Section

The Section supported the Forum for Security Co-operation's monitoring of the implementation of the confidence- and security-building measures agreed in the *Vienna Document 1999* and other commitments in the politico-military sphere. It provided a summary report on recent trends in the implementation of the *Vienna Document 1999* and other measures to the *Annual*

*Implementation Assessment Meeting*. It also chaired a meeting of the heads of verification units, held for the first time during the *Assessment Meeting*, providing an opportunity for the meeting's participants to contribute practical thoughts and lessons learned on implementation of confidence- and security-building measures.

Responding to a request from Kyrgyzstan, the Section organized a training course in Bishkek from 4 to 7 September on preparing national data for Forum information exchanges and using the Organization's Communication Network.

The Section produced a survey of suggestions made during a special Forum meeting on identifying practical measures to prevent illicit trafficking in small arms and light weapons by air, held on 21 March further to a 2006 Ministerial Council decision.

The Section also assisted participating States with the preparation, conduct and follow-up of the special meeting of the Forum's Working Group A to assess the implementation of the *Code of Conduct on Politico-Military Aspects of Security*. Together with Switzerland and the OSCE Parliamentary Assembly, the Section organized a seminar on *Democratic Control of Armed Forces* for parliamentarians and government officials from Montenegro on 27 and 28 September in Podgorica. The Section also provided input to national *Code of Conduct* workshops organized by the Mission to Bosnia and Herzegovina.

The Section helped bring two projects in the field to a successful conclusion: the disposal of the toxic rocket fuel component *Melange* in Armenia and the clean-up after the explosion at an ammunition storage site in Novobohdanivka, Ukraine.

In May, the Section participated in assessment visits to Georgia and Moldova in order to plan project activities on small arms and light weapons and conventional ammunition and to assist the field operations in these countries. According to the project plan agreed with Moldova, the Section and the Mission to Georgia organized and conducted a workshop on the OSCE mechanism for assistance to improve stockpile management of small arms and light weapons and conventional ammunition and to destroy surpluses.

Based on the memorandum of understanding signed with the UN Development Programme for technical co-operation in implementing projects, the Section helped launch a joint project on *Capacity Building in Stockpile Management and Security of SALW* in Belarus and a *Demilitarization Programme* in Montenegro. The Section also developed and negotiated a memorandum of understanding for *Melange* elimination projects in Ukraine.

The Section prepared the Forum Chair's progress reports on small arms, light weapons and conventional ammunition to the 2007 Ministerial Council in Madrid and organized a press event and a photo exhibition there. Updated information leaflets and a documentary film on project activities were also prepared and distributed among participants.

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

## Managing the OSCE Communication Network

*The Centre continued to manage the OSCE Communication Network. This network facilitates the exchange of important information to further openness and transparency in military affairs. The Section provided assistance to Montenegro and Kyrgyzstan to facilitate their accession to the Network. Thanks to the Section's support, the Communication Network was set up for the purposes of the Dayton Peace Agreement in July. It has enabled the exchange of approximately 250,000 messages between participating States on confidence- and security-building measures, the CFE Treaty and the Treaty on Open Skies. The Section chairs the OSCE Communications Group, which provides valuable oversight by and for delegations.*



## Office of the Co-ordinator of OSCE Economic and Environmental Activities

Among the Spanish Chairmanship's key priorities in 2007 was the environmental aspect of security. This was reflected in the choice of theme of the 15<sup>th</sup> OSCE Economic and Environmental Forum: *Key challenges to ensure environmental security and sustainable development in the OSCE area: Land degradation, soil contamination and water management*. The focus on environmental concerns also resulted in the adoption of two documents at the Ministerial Council meeting in Madrid in November: the *Declaration on Environment and Security* and the *Decision on Water Management*. The Ministerial Council meeting and the Economic and Environmental Forum held in Prague earlier in the year represented the Organization's first carbon-neutral events. In November, participating States also adopted the Permanent Council Decision on the Development of an Internal Environmental Policy for the Operation of OSCE Executive Structures, which was an important accomplishment to mitigate the OSCE's environmental impact and long-term costs.

Among other awareness-raising events in the environmental sphere, the Office organized the *Intensive Course in Environmental Diplomacy* for delegates of the Economic and Environmental Committee in co-operation with the University of Geneva, a study trip for OSCE delegations to the European Centre for Renewable Energy in Guessing, Austria, a screening of Former U.S. Vice President Al Gore's documentary *An Inconvenient Truth* in Vienna, as well as an OSCE photo contest with the theme *Land and water, protecting our fragile environment*, in which more than 1,000 photographs competed.

The Office continued and expanded its participation in the Environment and Security (ENVSEC) Initiative. The Initiative, which is run in close co-operation with other international partners, has a portfolio of more than 50 projects and an overall budget of \$11.3 million. In line with the objective of highlighting the impact of environmental issues on security, ENVSEC partners began new assessment activities this year with national partners in Eastern Europe, as well as in the Amu Darya and East Caspian regions.

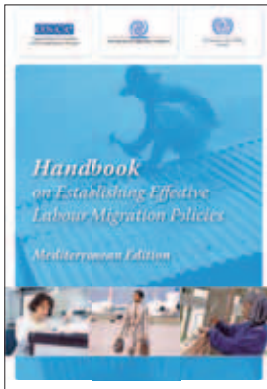
As a follow-up to the 15<sup>th</sup> Economic and Environmental Forum, the Office facilitated a technology transfer workshop for the Central Asian water sector in Tashkent, which brought together representatives from the private sector, international organizations and non-governmental organizations from the region to promote linkages between private investment, good governance and sustainable development. The Office, in co-operation with the Secretariat of the UN Convention to Combat Desertification, also organized a workshop to set up regional drought management centres for Central Asian countries.

In 2007, the Office continued to work very closely with the OSCE's Mediterranean Partners for Co-operation, in particular in the area of migration management. In close co-operation with the International Organization for Migration and the International Labour Organization, it published the Mediterranean version of the *Handbook on Establishing Effective Labour Migration Policies*. The *Handbook* was officially launched at a regional workshop in Rabat in December.

In an effort to foster regional co-operation in Central Asia and to assist rural economic development, the Office worked with field operations to launch a project to develop community-based tourism in Central Asia. The initiative seeks to

➤ The cover of the Mediterranean edition of the *Handbook on Establishing Effective Labour Migration Policies* (OSCE)

→ Shamil Zhumatov's photo is part of a series about the Aral Sea which won first prize in the 2007 OSCE Photo Contest. The photos were taken in the villages of Karateren and Zhalanash, and the regional centre Aralsk, in Kazakhstan. (Shamil Zhumatov)



strengthen networking and co-operation among tourist operators and border communities as well as to establish a regional association with a website to better market the region internationally.

In 2007, the Office continued its transport-related activities, following the recommendations of the 14<sup>th</sup> Economic Forum and the Brussels Ministerial Decision on Future Transport Dialogue in the OSCE. Activities were conducted in the areas of cross-border facilitation, the promotion of good governance in customs and the specific challenges of landlocked countries. In this context, the OSCE organized a conference on the prospects for the development of trans-Asian and Eurasian transit transportation through Central Asia until the year 2015, which was held in Dushanbe in October.

Together with the incoming Finnish Chairmanship, the Office initiated the preparatory process for the 16<sup>th</sup> Economic and Environmental Forum. A first Preparatory Conference on *Maritime and inland waterways co-operation in the OSCE area: Increasing security and protecting the environment* was held in Helsinki in September.

The Office stepped up its activities in the areas of combating money laundering and the financing of terrorism and corruption with numerous national and regional activities in Central Asia, the South Caucasus, Eastern and South-eastern Europe. Among the regional activities carried out in close co-operation with OSCE field operations, the United Nations (UN) Office on Drugs and Crime, the Stability Pact for South Eastern Europe and other partners was a regional conference in South-eastern Europe

on best practices and initiatives in the fight against corruption, under the framework of the *UN Convention against Corruption*. The event drew participants from Albania, Bulgaria, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, Montenegro, the Republic of Moldova, Romania, Serbia and the UN Mission in Kosovo, and was held in Tirana in April. The Office also organized a regional conference on combating money laundering and terrorist financing for the countries of South-eastern Europe. The event, which was held in Montenegro in September, attracted huge interest from across the region. Both events were designed to inform regional decision makers about the main international standards, the role of international organizations in fighting these challenges, as well as the promotion of regional co-operation and better co-ordination among national agencies such as financial, law enforcement and prosecution services.



# Department of Management and Finance

*The Department of Management and Finance provides financial and administrative services and support to OSCE participating States, the Secretariat, Institutions and field operations.*

*In 2007, the Department consolidated information and procedures stemming from the earlier roll-out of the OSCE's integrated resource management system, reviewed and updated relevant Financial/Administrative Instructions and provided extensive support and functional training to Fund Administration Units in the field.*

## Key achievements:

- supported the Chairmanship and participating States of the OSCE, the Joint Consultative Group and the Open Skies Consultative Commission by conducting meetings and conferences;
- co-organized events outside Vienna, such as the *Economic and Environmental Forum Meeting* in Prague, the *Bucharest High-Level Conference on Combating Discrimination*, and the OSCE Ministerial Council Meeting in Madrid;
- formed a new Financial Controls, Systems and Support programme to better co-ordinate the Department's systems, procedural support and training to the Fund Administration Units in the field, and develop a consistent integrated internal control framework throughout the Organization;
- received an unqualified (positive) external audit opinion on the 2006 Financial Statements;
- met statutory reporting requirements to the participating States in a timely fashion – including budget cycle documents;
- supported the OSCE-wide introduction of Performance-Based Programme Budgeting – an approach designed to improve programming and budgeting by focusing on results rather than just on resources needed and activities undertaken;

- rolled out a new corporate window contract with Carlson Wagonlit, thus ensuring a co-ordinated approach to the management of travel OSCE-wide, better use of corporate purchasing power and availability of reliable travel statistics;

- concluded an agreement with the Host Country and ensured a smooth move to the new premises of the Secretariat on Wallnerstrasse;

- further integrated and improved on-line reports available to participating States, programme managers and support staff across the OSCE through the dashboards and delegates' website.

## Prague Office

As the initial seat of the CSCE Secretariat, the Prague Office inherited the historical collections of CSCE conference documents and has since been maintaining the OSCE paper archive. The *Researcher-in-Residence* programme, launched by the Prague Office in 1998, has served more than 150 long- and short-term researchers of academic and professional background from 38 countries of the OSCE area, including Mediterranean and Asian Partners for Co-operation.

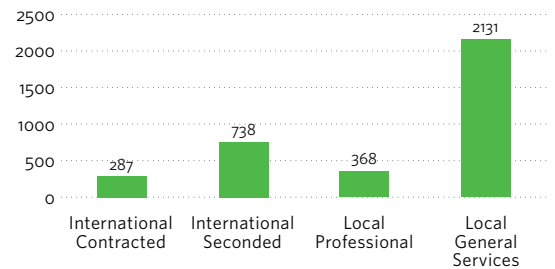
The Office worked hand-in-hand with counterparts in Conference Services and Information Management on the digitalization of historical conference documents. It also disseminated the *OSCE Magazine* and other major publications, such as this *Annual Report*, to nearly 3,500 subscribers and 70 OSCE depositary libraries throughout the world.

## *New Premises on Wallnerstrasse*

*In December, the OSCE Secretariat and the Representative on Freedom of the Media moved to new premises at Wallnerstrasse 6 – an historic building in the heart of Vienna provided by the Austrian Government. The new building combines understated elegance, historical continuity and modern flexibility, providing the OSCE with a more compelling public face and consolidating the Vienna-based offices in one representative building.*

# Department of Human Resources

2007 OSCE Post Table



The Department of Human Resources continued to focus its efforts in 2007 on providing and improving fair working conditions for all categories of the Organization’s staff throughout the OSCE area.

The Department provided support to 3,524 staff and mission members in the nineteen field operations, the Institutions and the Secretariat. Its activities spanned a wide range of issues including: continued efforts to align local staff salary scales to the respective UN salary scales; intensive training efforts introducing Performance-Based Programme Budgeting across all OSCE funds; and the co-ordinating of OSCE Mediators, who provide informal structured mediation in the case of inter-personal conflicts. Ensuring the consistent implementation and updating of OSCE Staff Regulations, Rules and Instructions was a central function of the Department in 2007.



The General Orientation Programme is held monthly in the Hofburg in Vienna. (OSCE/Randa Chammas)

**Key achievements in 2007 were:**

- strengthening co-ordination among the OSCE human resources community through the Human Resources roundtable meeting in March;
- negotiating improved coverage of OSCE Health and Life and Accident Disability Insurance schemes for staff and mission members;
- re-assessing the status of field operations with respect to the admissibility of mission members’ families and the introduction of a one-year secondment period;
- responding to calls from the participating States to improve work-life balance, and creating a family friendly working environment by developing more flexible working arrangements, which will be introduced in 2008;

- adopting an amendment package to streamline Staff Regulations and Rules and the Staff Instruction on Classification;
- working to establish fair and consistent salary scales for local mission members;
- consulting with host countries on the possibility of exemption from income tax assessed on OSCE local staff salaries;
- completing the pilot phase of the Junior Professional Officer programme and launching the second cycle;
- increasing training activities by 20 per cent over the previous year;
- training 1,300 participants in 130 training activities to respond to managerial and operational needs of staff;
- facilitating the introduction of Performance-Based Programme Budgeting throughout the organization by providing more than 30 training events for approximately 350 staff;
- attracting 7,932 job applications in response to 114 vacancy notices for contracted positions;
- holding 78 interview boards at the Secretariat and interviewing 365 candidates, with due respect to geographical and gender balance in the boards and among the candidates;
- processing 1,797 nominations for seconded positions, resulting in the deployment of 162 staff/mission members;
- focusing on the recruitment and appointment of qualified women candidates, particularly to higher-level positions where they are underrepresented, to improve the Organization’s gender balance.

# Office of Internal Oversight

*The Office of Internal Oversight enhanced its oversight work this year through a greater focus on audits in the field. Though the bulk of the Office's annual oversight work plan in 2007 focused on audit work for adequacy of controls and compliance with regulations, the Office has been moving increasingly toward the examination of programmatic areas.*

The Office issued 20 reports with more than 230 recommendations for the Secretariat and field operations during the year. It carried out audits of extra-budgetary contributions in a number of field operations, offices and Institutions. Other areas audited included financial and human resources management, procurement, operations management and Information Technology governance.

Field audits revealed that procurement posed challenges; in some places it was difficult to generate true competition for certain types of goods or services. Specific problems found included: low response to tenders and requests for quotation, weak bid evaluation, multiple bids from related parties and non-competitive or sole source procurement. The Office also identified a number of areas where controls over relationships with implementing partners should be enhanced. An improved regulatory framework is needed to provide clear guidance over such areas as the selection of implementing partners, budget formulation and approval of financial accounting and reporting.

A number of other oversight-related activities, such as investigations, were carried out in 2007. The Office followed up on previous years' audit recommendations to ensure that management had addressed them effectively. More than 90 per cent of the recommendations of the past two years were accepted, and more than 80 per cent were implemented. Management was making good progress toward implementation of the remainder.

As a result of recommendations made in its 2006 review of the OSCE's *Ethical Framework*, the Office spearheaded two major initiatives. In February, the *Fraud Prevention and Detection Policy* including *Fraud Awareness Guidelines* was issued as *Financial Administrative Instruction Fourteen*. The Policy reminds all OSCE officials of their duty to report fraud or suspected fraud, and stresses that management is responsible for establishing and maintaining a culture of integrity, honesty and high ethics and for evaluating the risks of fraud and implementing the processes. Secondly, the Office published the *Code of Conduct Reference Booklet*, as part of an organization-wide ethical awareness programme.