"Working together: the OSCE's relationship with other relevant international organisations"

Nine steps to effective OSCE engagement

Food-for-thought paper commissioned by the CiO

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INTRODUCTION

The OSCE Istanbul Summit 1999 adopted the Platform for Co-operative Security.[1] The current paper proposes, at the initiative of the OSCE Chairperson-in-Office, Tánaiste and Minister of Foreign Affairs and Trade of Ireland Eamon Gilmore T.D, to review the state of play as regards implementation of this document in so far as it involves co-operation between the OSCE and other international organisations.

The approach of the study has been to listen and try to understand how others perceive the OSCE and what might have changed since the Platform for Co-operative Security was adopted in 1999. **This paper does not propose a reorganisation of OSCE structures nor question the fundamental importance of the three security dimensions of the OSCE and the core values and commitments underpinning the work of the OSCE.** Its focus is on how to develop co-operation with other international organisations in a goal oriented way and to make the OSCE comparative advantages obvious to each organisation that

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[1] *Operational Document: the Platform for Co-operative Security*, Charter for European Security, Istanbul November 1999 (SUM.DOC/1/99).

*) Correction due to change of distribution status, text remains unchanged

interacts with it. A more detailed note on methodology and acknowledgments is contained in the annex.

Few international organisations prefer to start a discussion on the issue of co-operation *per se*. Most, if not all, want to discuss *substance* and how organisations can achieve common goals. The principle for co-operation with other international organisations should therefore be prioritised objectives for common efforts.

During the many visits that I have undertaken to OSCE field missions, the added value of OSCE work in most cases is intuitively understood by all involved. On the higher levels, including at the headquarters level in Vienna, there is still a need to better communicate the role of the OSCE when interacting with other organisations. It is vitally important that the role, comparative advantages and ambition of the OSCE are understood and presented in a credible way.

A common theme that emerged when conducting this study is that there is a need for the OSCE to communicate its mission, goals and capabilities in a more strategic manner vis-à-vis its primary international partners. **Below are nine steps that, if taken, would greatly contribute to more effective OSCE engagement with other international organisations.**

Many of these steps can be taken on the basis of existing mandates given to the OSCE executive structures, including on the basis of the Platform document itself. Some of them relate to the way participating States themselves deal with international organisations. Others can be undertaken through continuation of the informal political dialogue which began with the Corfu process. Some will be related to decisions taken in the program outline and budgetary process. Some may require some internal work in the Secretariat and at the level of the Chair, rather than an ambitious reform programme. The best result here can be achieved by limited and concrete goal driven steps.

It is intended that the current work will fit into the paradigm of the "*Helsinki + 40*" initiative currently being developed by the Chair, incoming Chairmanships and the participating States.

STEP 1: IN ITS CO-OPERATION WITH OTHER INTERNATIONAL ORGANISATIONS THE OSCE SHOULD FOCUS ON THE IMPLEMENTATION OF OSCE COMMITMENTS

What does a goal oriented approach mean in terms of co-operation with other international organisations? Two examples may illustrate:

An organisation is faced with the challenge of mobilising resources to deal with a specific problem. It finds that the resources available in its budget are not sufficient. It seeks partners outside the organisation and possibly also extrabudgetary contributions. The OSCE should focus its efforts in such collaboration ventures on leveraging the efforts and resources of its international partners towards the fulfillment of OSCE commitments.

Another example is the monitoring role of the OSCE in reviewing the implementation of OSCE commitments. The Organization may find that it is not alone in doing this work. Other actors are also involved, be it international organisations, States, parliamentarians, NGOs, media or even individuals. Co-operation here entails co-ordination of efforts and harmonisation of messages with these actors.

In the examples given above, a goal orientated approach will avoid confusion, enhance consistency, effectiveness and efficiency, avoid unnecessary duplication of efforts and maximise comparative advantages of the various actors. Much of this work has to be done in real time, dealing with unexpected events and seeking to prevent conflicts and enhance confidence and trust. All of it needs to be based on a non-hierarchical approach as regards the relations between organisations. **For the OSCE to be involved, all of it also needs to feed into the implementation of OSCE activities and commitments.**

In terms of progress, the OSCE has a well known profile which gives it a comparative advantage in relation to other organisations. It also has a relatively large number of staff working in locations where otherwise the international community is

relatively limited in its presence. This should make the OSCE an attractive partner, not least to the United Nations.

STEP 2: USE THE PLATFORM FOR CO-OPERATIVE SECURITY AS AN EXISTING MANDATE FOR CO-OPERATION TO PROMOTE THE IMPLEMENTATION OF OSCE COMMITMENTS

The Platform for Co-operative Security, which was adopted at the Istanbul Summit in 1999 as the operational document of the Charter for European Security, constitutes the basis of OSCE's co-operation with international organisations and institutions. It remains the key document giving a **mandate to the OSCE** to develop co-operation with other international organisations. Full implementation of the Platform will play an important role in building a security community in the Euro-Atlantic and Eurasian area.

Heads of State and Government met in Astana in 2010 to reaffirm the commitments undertaken in the CSCE/OSCE since 1975 and to adopt a plan of action for the work ahead. The first task was completed; the second was unable to be agreed to in Astana.

The vision set out in Astana is to work towards a Euro-Atlantic and Eurasian security community encompassing the entire area from Vancouver to Vladivostok. Achieving this mission will require the implementation of OSCE commitments. En route to the realisation of this vision, the threat and use of force will be unthinkable. In order to build trust it will be essential to maintain the goal proposed by the Platform, namely that of co-operative security, seeking to avoid zero-sum games, reduce fragmentation of efforts and to define and widen areas of common ground.

There is an ongoing need to review and periodically re-prioritise all mandates and tasks relating to co-operation with other international organisations that have been accumulating over the years. The programme outline and budgetary process is a natural forum to undertake this prioritisation on a regular basis.

From time to time a more specific exercise may be useful as there is a real risk that in an organisation with such a wide scope as the OSCE, co-ordination efforts could take away important energy from goal-oriented implementation and a clear focus on core priorities.

While it will be important to focus on the most important commitments, the search for common ground must go hand in hand with broad implementation across all dimensions.

STEP 3: USE THREE PRIORITY GOALS AS THE MAIN FOCUS FOR CO-OPERATION: THE CONFLICT CYCLE (INCLUDING ARMS CONTROL AND CSBMs), TRANSNATIONAL THREATS AND THE HUMAN DIMENSION.

The OSCE needs, in its communication and information strategy, to project itself as a **goal oriented actor**, while at the same time generously inviting other actors to use the OSCE as a place to meet and as a hub for networking in areas and on issues where the OSCE has comparative advantages.

The main point of departure is thus a goal-oriented approach.

One way to visualise this goal orientation is in the form of **three mutually reinforcing circles** which represent priority areas of the work of the OSCE and other international organisations. One can see each circle as overlapping the others. Clearly progress in one area of activity may enable progress in another. On the other hand, if co-operation deteriorates and the situation gets worse in one area, this may also affect the others negatively.
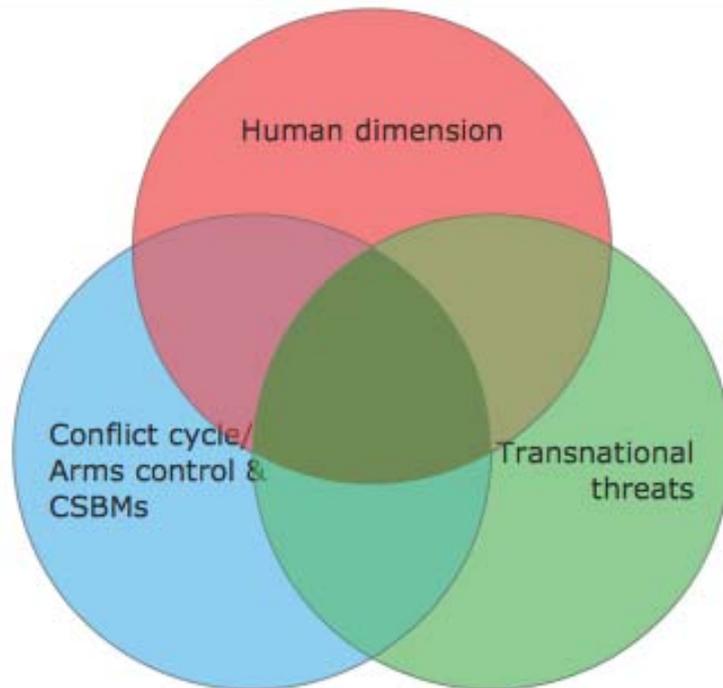
Importantly, more general forms of co-operation such as border management will typically require networking in several or all these areas of activity, something the OSCE is uniquely placed to do. **It is stressed again that these circles are not meant in any way to replace the three dimensions of the OSCE.**

All three circles cover areas of activity where the OSCE is a key actor and where the comparative advantages of the OSCE seem obvious. The OSCE should also, where relevant, promote and publicise its less well recognised activities in its interaction with other organisations.

STEP 4: PRIORITISE NETWORKING IN REAL TIME USING ALL AVAILABLE MODERN TOOLS FOR COMMUNICATION

Implementation must be adapted to developments since 1999, including new possibilities and formats for co-operation. This increasingly means **interactive networking in real time**, using all available communication tools through informal and formal channels, involving States and actors in both the public and private sectors.

Multilateral meetings are frequent in the OSCE: periodic Summits, annual formal Ministerial Councils, ad hoc informal Ministerial-level meetings, high-level meetings such as the Annual Security Review Conference (ASRC), regular meetings of the Permanent Council (PC) and the Forum for Security Co-operation (FSC), review meetings, meetings of experts, etc. Making use of these fora, the OSCE has significant opportunities to enhance its role as an open and generous hub for co-operative security. In this context, representatives of other international organisations are already frequently invited to address the PC and the FSC, as well as other meetings in the OSCE.

The focus should be on developing the OSCE as an actor and as one of several important hubs for co-operative security, both in terms of interaction and in terms of being a forum to meet and network on various levels. It can serve as a forum where positions can be put forward and discussed and as a focal point for co-operation, both at the level of headquarters and in the field, providing opportunities to compare notes and exchange information in different formats.

In order to realise the main goals set by the OSCE, co-operation needs to take place in real time, not just in the form of planned meetings. For the OSCE to function effectively it needs to focus on these goals when planning its activities, avoiding meetings that are too frequent and time consuming. The OSCE institutions cannot be burdened with too many formal periodic meeting requirements, particularly not meetings which require absence from the normal work place. Agreements between international organisations need to focus on legitimising informal networking on all levels. The OSCE needs to build on the mandate given to it in the Platform and other documents, to seek flexible formats for coordination with other organisations, through exchanges of letters, etc.

Financial constraints require cost saving solutions. A bilateral approach, organisation by organisation, is in most cases impractical from a cost-effectiveness perspective. Organisations with large amounts of staff, budget and field presence with functions overlapping OSCE mandates need particular attention. Co-operation can be carried out informally through electronic links with international organisations, including sub-

regional organisations, and with participating and partner States as well as with non-governmental organisations, including think tanks and media representatives.

It is possible, periodically, to review a bilateral relationship with another international organisation. This has recently been done in the Council of Europe (CoE), with the Professor Geir Ulfstein's report reviewing its co-operation with the OSCE.[2] Co-operation needs to be goal oriented and this is indeed one of the recommendations of the CoE study.

STEP 5: PROMOTE A MULTIANNUAL PERSPECTIVE

Co-operation needs to be developed in a multiannual perspective, benefitting from the fact that OSCE Chairs are now identified for the period until 2015.

The extent to which the OSCE is able to develop co-operation with other organisations is very dependent on its planning. The OSCE increasingly needs to be able to plan in a multiannual perspective in the same way as other international organisations. For the OSCE to enhance its capacity to function as a hub in the three areas mentioned above, the Organization may need to modernise its internal budgetary and management practices.

It is also very important for other organisations that the OSCE institutions are given a multiannual perspective to implement their mandates. In particular, the OSCE needs to overhaul its own internal procedures to counter a growing perception that it is subject to short term decision making. A multiannual perspective is particularly important where projects are concerned. Implementation partners may be identified only several years after the programming decisions have been made. This makes it important to interact continuously with those organisations that have a very large field presence, and the OSCE needs to develop a forward-looking networking system with those organisations that are active in the same areas in order to maximise the multiplier effect of OSCE involvement.

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[2] *The Council of Europe and the OSCE: Enhancing Co-operation and Complimentarity through Greater Coherence,* Professor Geir Ulfstein, University of Oslo, 23 March 2012.

In this context **the OSCE should consider establishing liaison offices in Brussels and other centres** where there is a real prospect of leveraging additional project funding. It is recommended that such offices be established on a **pilot basis**, possibly with extrabudgetary funding. While clearly the OSCE should not aim to be a project implementation agency, it should and does seek additional project implementation funding through extrabudgetary contributions from other organisations, such as the European Union (EU). Other organisations such as the Council of Europe approach these funding relationships in a multiannual, programmatic and systematic manner. The OSCE should consider the Council of Europe model as a basis for its relationship with the EU.

STEP 6: PURSUE POLITICAL DIALOGUE AMONG PARTICIPATING STATES IN ORDER TO DEFINE A STRATEGIC VISION OF THE ROLE OF THE OSCE IN RELATION TO OTHER INTERNATIONAL ORGANISATIONS

Co-ordination will be very difficult if participating States themselves do not have a clear vision of the role of the OSCE, of their own responsibilities to implement OSCE commitments and of how they wish to see the OSCE interact with other international organisations. Effective co-operation between international organisations can only be developed if there is basic political will to do so among the participating States of the organisations involved.

The dialogue among participating States should be continued in order to enhance awareness in capitals on the roles of different international organisations. The issue of priorities should be elevated from the level of budgetary discussion to the level of strategic considerations. Prioritisation of OSCE interaction with other international organisations should thus be seen as a normal part of the strategic political considerations framing the program outline and budgetary process.

STEP 7: THE OSCE SHOULD FOCUS ON A LIMITED NUMBER OF PRIORITY ORGANISATIONS

Organisations whose work today or in the future is likely to complement that of the OSCE in each of the three areas identified should be the focus of the OSCE's co-operation. The identity of these organisations may evolve and change over time. In the medium term, without prejudice to the relative importance of different organisations as security providers, it would appear that two organisations active within the OSCE stand out as particularly important in this regard across all the three areas of activity mentioned: the United Nations (UN) and the European Union (EU).

Other organisations of primary importance in terms of OSCE co-operation in one or several areas include in alphabetical order: the Collective Security Treaty Organization (CSTO), the Commonwealth of Independent States (CIS), the Council of Europe (CoE), and the North Atlantic Treaty Organization (NATO).

Many more organisations are mentioned in the OSCE documents in one or more of these areas. Co-operation with some of them may be very important and should be pursued as much as possible *in context*. Bilateral formats for co-operation should be strictly prioritised according to deliverables.

The importance or success of the work of the OSCE cannot be measured in terms of the number of meetings with international leaders. The search for deliverables should always come first, particularly when seeking to organise meetings in multilateral formats. Given the busy schedules of political leaders and senior officials it is vital that high-level meetings be held only where essential and be carefully planned.

A goal-oriented approach requires interaction at a high political level in order to be effective. The OSCE is fortunate to have several very important actors beyond the Chair and the Secretary General. The Organization benefits from having within its ranks the High Commissioner on National Minorities, the Director of the Office for Democratic Institutions and Human Rights, the Representative on Freedom of the

Media, senior officials in the Secretariat including the Director of the Conflict Prevention Centre and the newly created post of Co-ordinator of Activities to Address Transnational Threats and the some very senior Heads of Field Operations. The OSCE has also, over time, had a number of very high-ranking Special Representatives.

The efforts of the current and previous Secretary Generals to implement a protocol whereby visits are undertaken to Heads of State and Government of participating States and to Heads of international organisations is important both in terms of visibility and continuity of the Organization. These visits serve the purpose of providing a strategic overview to the work of the Organization, paving the way for more specific networking and co-operative efforts.

It is mainly on this level that more generic contacts with other actors, including participating and partner States, should continue to take place, in line with the tradition already established. At the same time, the burden on the Secretary General in terms of travelling needs to be harmonised with his/her requirement to be present in Vienna in order to lead the work of the Organization, supporting the Chair, not least in crisis situations.

In addition, the responsibilities of the Chairperson-in-Office both as Foreign Minister of a participating State and as leader of the political work ahead of the next Ministerial/Summit makes it vital that bilateral contacts with other organisations at this level are carefully planned and where possible organised simultaneously with other meetings such as the Ministerial Council or the UN General Assembly. It is increasingly difficult to find the time for such meetings in the busy schedules of political leaders and senior officials and it is vital that when they take place, they are well prepared.

Formal structures need to be reviewed. For instance, formal Co-ordination group meetings of the kind currently taking place periodically between the OSCE and the CoE are often useful, but can seldom be seen as constituting the real forum for co-ordination between the two organisations. In order for that to happen, each meeting

would require both the definition of real deliverables and the presence of the representatives mandated to negotiate on behalf of each organisation, on the basis of recommendations made by focal points, etc.

However, particularly in a conflict prevention context, the organisation of political dialogues and other informal contacts can indeed be a deliverable in itself. The setting up of a meeting can therefore sometimes be of great value in itself. Enormous progress has taken place in this regard since the Cold War and it is vital not to underestimate the efforts that have been required in order to establish the present level of networking. The OSCE has in this context not looked for a monopoly. Particularly in conflict prevention situations, all efforts should be made to get parties to connect. For this reason it is also important for other organisations not to discount the possibilities and potential of OSCE work.

The issue of joint early planning has been raised, most recently in a study of the co-operation between the CoE and the OSCE.[3] Here it is important to explain what may be a misconception in other organisations. In reality, planning work in the OSCE takes place on several parallel tracks, one coordinated by the Chair on the basis of the outcome of each preceding Ministerial/Summit and in view of the next upcoming Ministerial/Summit. This process is very difficult to subordinate to a preplanning process in a bilateral format between the OSCE and other organisations, given the short time span between the annual December Ministerial Council and the taking up of office of the new Chair. On the other hand, a process of co-ordination between the OSCE institutions, in its yearly program outline and budgetary process, and other organisations through early bilateral and other contacts, is of value and is already frequently taking place.

This paper does not systematically provide recommendations for OSCE bilateral relations with specific international organisations. However:

The issue of formal agreements with international organisations should be dealt with on the basis of an analysis of what is going to be necessary in a multiannual

perspective. Several of the organisations mentioned above wish to develop a more formal basis for co-operation. Such formal agreements should be done based on a strict analysis of what is necessary to bring co-operation forward, exhausting informal possibilities before moving to more formal ones. Negotiations on Memoranda of Understanding and similar agreements are not only time consuming but also risk delaying co-operation in general. Exchanges of Letters may sometimes be a more practical way forward.

The issue of the formal status of other organisations in the OSCE deserves attention. Negotiations on such issues, including negotiated changes to the OSCE Rules of Procedure, are however likely to be time-consuming. The solutions that have been found as regards the way the EU works within the organisation, without thus far having to enter into such negotiations are encouraging. Other organisations, such as the CSTO, have found ways to develop and present joint positions within OSCE. The CoE as a key partner should be able to be present at many OSCE meetings. The establishment of a CoE presence in Vienna has further enhanced its capabilities to informally network in the OSCE and this presence should be reflected in its access to OSCE meetings. In general, an inclusive approach is recommended.

The process stimulated by a successive number of Chairmanships, since the Corfu Process was commenced, shows the value of informal political dialogue. The first thing other organisations should be recommended to do is therefore to establish a network of informal contacts with OSCE delegations and institutions, particularly in Vienna.

STEP 8: PRIORITISE TYPES OF MEETINGS LIKELY TO PROVIDE DELIVERABLES IN A MULTIANNUAL PERSPECTIVE

The Chair and the Secretary General should, in their respective areas of responsibility, set out which types of meetings with other organisations, including exercises and joint training to enhance crisis preparedness, are likely to provide

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[3] *Ibid*

deliverables in a multiannual perspective. The need to review this seems particularly relevant in the second dimension, in interactions with sub-regional organisations and as regards organisations outside the OSCE area.

It is encouraging that studies such as this are being conducted and implemented in several of the international organisations with which the OSCE cooperates. Caution should be exercised against focusing too much attention on issues such as cross-representation at meetings. Again, one can expect that contacts are maintained continuously between the responsible actors in each organisation. And there should be a premium on making it possible for senior officials to travel less, rather than more.

For this reason, it is clear that electronic meeting formats, whenever possible, should have priority. This is not only for economic reasons but also in order to maintain the readiness of the Organization as a whole to act in a co-ordinated way when unplanned events occur.

Networking is in itself an important capacity building activity and form of contingency planning, and should include exercises and joint training in crisis preparedness. This could include preparing the ground for high level mediation. It could not be expected of the OSCE to be very effective in a crisis situation if the OSCE has not been able to network in these countries before, both on the level of governments and civil society and with the relevant parts of other international organisations.

STEP 9: OSCE COMMUNICATION AND INFORMATION POLICIES SHOULD FOCUS ON GOALS RATHER THAN ACTORS

"Do what you do best – and link to the rest"

The OSCE communication and information policies need to be help implement the goal-oriented and flexible Platform approach proposed above. These communication and information policies should enable as many actors within the OSCE as feasible to interact and network with others. Other organisations and participating States

have developed digital strategies for this purpose. Solutions should be sought to possible information security problems in this regard.

Many international organisations are focusing on the visibility of their efforts. Visibility can indeed be very important since it can demonstrate to taxpayers that they get value for their money. If the logo of an organisation has catalytic effects in terms of implementation, this can also be very helpful. Sometimes information about a project can stimulate other efforts in a very important way. At the same time the search for visibility must not cloud the vision in terms of the ultimate measurement of success: the implementation of commitments undertaken by participating States.

The OSCE Secretary General should coordinate an in-house review, together with the other OSCE institutions and in liaison with the Parliamentary Assembly, on how to optimise information and communication policies. The purpose of such a review should be to evaluate to what extent information and communication policies promote a goal oriented visibility of the Organization and allows its various actors to communicate with the outside world in the most effective way.

Recent proposals to promote a link to track-2 diplomacy could be part of this process. A review of the OSCE website would be a key element of this process. Does the website sufficiently project the goals of the Organization up front? Does it provide visibility also to the efforts of OSCE partners? Does it focus more on what is to be done than who does it? Does it provide a strategic multiannual perspective? Can communication become more interactive given the information security rules in place? To what extent are officials on different levels authorised to interact with the outside world using social media, etc.?

There has been enormous progress in the field of electronic communication and e-diplomacy efforts both on the level of States and international organisations. Internet penetration is now very high in most parts of the OSCE area. Social media allows for new and vibrant forms of communication. However, threats to cyber security and intellectual property have led to information security policies within organisations, which sometimes make it difficult for them to be interactive.

The protection of information must not have priority over the protection of people. Here the OSCE has a definite comparative advantage: its flexible and inclusive setup should allow it to be more of a hub in terms of networking than many other organisations. The OSCE already has extensive interaction with civil society in participating States. Moving in this direction may allow it to develop new forms of partnerships with other international organisations in specific areas ranging from the existing Alliance Against Trafficking in Persons to possible new endeavors.

While the true measurement of success of the OSCE must be the implementation of its commitments, it is also important that it communicates this implementation effectively. It is particularly important that positive messages are not lost. For example, the lack of agreement on a plan of action at Astana should not overshadow the fact that all OSCE commitments were reaffirmed. Equally, the lack of resolution of the protracted conflicts should not hide the fact that the OSCE has done very important conflict prevention work over the last few decades. It is a natural consequence of the criteria applied by modern news media that progress needs to be documented, preferably in moving pictures.

The need for progress during Ministerial and Summit meetings should not be confused with the need to have a continuously functioning Organization in terms of budget and programs. Significant visibility should therefore be given to the interaction with other organisations in the normal work of the OSCE, rather than focusing too much on upcoming Ministerial Councils or Summits.

IN SUMMARY: EFFECTIVELY USE THE OSCE's COMPARATIVE ADVANTAGES OF A WIDE MEMBERSHIP, BROAD SECURITY CONCEPT, FIELD PRESENCE AND FLEXIBLE SETUP AS A BASIS FOR DEVELOPING ITS RELATIONSHIPS BOTH AS AN ACTOR AND AS A HUB

The OSCE has 20 years of activities behind it. It has faced new strategic challenges in parallel with increasing financial constraints. **In order to increase OSCE effective engagement with other international organisations**:

1. The OSCE executive structures should review their current practices in light of this report;

2. Promote increased systematic co-operation with relevant international, regional and sub-regional organisations operating in its area, including through regular exchanges of information, joint activities and thematic meetings of Heads of organisations and experts, as appropriate;

3. Enhance the OSCE's role as a clearing house for sharing information and best practices, and promoting effective complementary action; and

4. Further develop contacts between the OSCE and organisations operating outside the OSCE.

The OSCE must do so in an overall prioritised perspective – otherwise the Organization will be perceived by others, including by its participating States, as unfocussed and ineffective. The OSCE will need to focus on its comparative advantage of being an organisation for security and co-operation in Europe with a very wide security concept. Only in this way will the added value of OSCE work be fully appreciated.

The main comparative advantage of the OSCE is its participating States. They take the decisions and provide the resources.

The OSCE and other international organisations can catalyse and review progress. To a very large extent this is done by providing an informal and formal forum for interaction on all levels ranging from a training session in the field to a Summit of Heads of State and Government. Its Euro-Atlantic and Eurasian membership makes

the OSCE unique. The aim must be to fully exploit the potential to create a security community in this space, with its partners, parliamentary dimension and NGOs.

IMPLEMENTATION RECOMMENDATIONS

1. A mission statement for OSCE co-operation with other international organisations should be elaborated on the basis of the steps proposed in this report. This mission statement should form the basis for the OSCE's relationship with other organisations on all levels.

2. The Chair should organise informal dialogues with participating States to develop this policy.

3. The Secretary General and the OSCE institutions should review current OSCE practices in its relationships with other international organisations.

4. The Chair should integrate relevant parts of this report into the "*Helsinki + 40*" process.

Annex 1 – Acknowledgements and Methodology

First of all I thank the Chair, for entrusting me to perform an analysis from the perspective of the OSCE, while at the same time trying to understand how the OSCE is perceived by its partners.

I am grateful for the time given to me by senior officials in a number of international organisations, including the OSCE itself, who generously received me and openly discussed how they see the development of co-operation with the OSCE.

My work informally started with a presentation to the last retreat among OSCE Ambassadors in Vienna in December 2011 under Lithuanian Chairmanship. I then came back to Vienna in January 2012 and met with a number of officials in the Secretariat, including the Secretary General, the Director of the Conflict Prevention Centre, the OSCE Special Representative and Co-ordinator for Combating Trafficking in Human Beings, as well as the Office of the Co-ordinator of OSCE Economic and Environmental Activities. I then proceeded to Oslo for a seminar on OSCE and Council of Europe relations in the end of January, made a short visit to the High Commissioner on National Minorities in the Hague and then to Strasbourg and the Council of Europe, where I was received by the Deputy Secretary General and other officials, as well as by the Chair of the Committee of Ministers. Later, I had a chance to talk to a number of former colleagues in the EU institutions, including on the level of the Corporate Board of the External Action Service (EEAS) as well as members of Cabinet in the EEAS and the Commission. During a visit to Moscow I had an opportunity to meet both with the Secretary-General of CSTO and senior officials in the Moscow office of the CIS. I then proceeded to NATO where I saw several officials including on the level of Assistant Secretary-General, as well as the Doyen of the North Atlantic Council. In between I had quite a number of contacts with colleagues in the United Nations system and participated in a large symposium on nonproliferation issues in Brussels. In addition, I took part in three seminars, two organised by the IDEAS network in Berlin and Warsaw and one by the Euro-Atlantic Security Initiative in Vienna. I also during the Warsaw trip was able to meet with the Director of ODIHR in his office.

I was most grateful to have a first draft of the summary of this report discussed during a more than three-hour session with OSCE Ambassadors in Stegersbach, South Austria on May 8. During the Stegersbach trip I had an opportunity to exchange views with the OSCE Representative of the Freedom of the Media.

Throughout this whole period I had regular contact with the Chair and with the external co-operation section of the OSCE Secretariat and had several additional discussions with the Secretary-General.

I am also grateful that a member of the external co-operation section of the Secretariat was present during as many of the meetings as was practically possible.

All organisations thus received me on very senior level; all were very open and positive towards enhanced co-operation with the OSCE. In many cases I benefited from earlier networking done by the CiO, the Secretary-General and other OSCE actors.

Annex 2 – About the Author

I have worked as a national delegate from a country (Sweden) first outside and then inside the EU, as a member of the Chairmanship team at a time when the CSCE was perceived as being very important, but still without the resources of an international organisation, as a member of the Minsk Group, as a representative of an international organisation active with and within the OSCE, and working on more general security policy issues with a number of other international organisations based in the EU in Brussels.