Working in a mission for the Organisation for Security and Cooperation in Europe

Deployee Guide

Stabilisation Unit
November 2014

Contents

Acronyms

BLA	Board and Lodging Allowance
BSOS	Building Stability Overseas Strategy
CoE	Council of Europe
CPC	Conflict Prevention Centre
CSCE	Conference on Security and Cooperation in Europe
CSSF	Conflict, Stability and Security Fund
C2	Command and Control
DFID	Department for International Development
DHoM	Deputy Head of Mission
EU	European Union
EUSR	European Union Special Representative
EULEX	EU Rule of Law Mission in Kosovo
FCAS	Fragile and Conflicted-Affected States
FCO	Foreign and Commonwealth Office
FO	Field Operation
FSC	Forum for Security Cooperation
HMG	Her Majesty's Government
HoM	Head of Mission
IGO	Inter-Governmental Organisation
INGO	International Non-Governmental Organisation
IHL	International Humanitarian Law
IOM	International Organisation for Migration
MC/DEC	OSCE Ministerial Council Decision
MFA	Ministry of Foreign Affairs
MOD	Ministry of Defence
MoU	Memorandum of Understanding
NATO	North Atlantic Treaty Organisation
NCL	National Contingent Leader
NGO	Non-Governmental Organisation
NPO	National Professional Officer
NSC	National Security Council
ODIHR	Office for Democratic Institutions and Human Rights
OHoM	Office of the Head of Mission
OSCE PA	OSCE Parliamentary Assembly
PAR	Performance Appraisal Report
PC	Permanent Council
PPE	Personal Protective Equipment
PS	Participating State
SMM	Special Monitoring Mission (Ukraine)
SRSG	Special Representative of the Secretary-General
SU	Stabilisation Unit
TL	Team Leader
UN	United Nations

Introduction

The purpose of this Deployee Guide to the Organisation for Security and Cooperation in Europe (OSCE) is to provide SU deployees with relevant background information on the OSCE and aspects of deployment.[1] Once the deployee arrives in country he/she will be briefed by the OSCE on more specific details pertaining to the country, region, mission and other relevant issues. The Deployee Guide is directed at all SU deployees to the OSCE, some of whom will have more experience than others. It is recognised that some of the guidance may appear as obvious to those who have previously deployed with the OSCE.

This Deployee Guide consists of three sections: Part One – Preparation for the Deployment provides information on aspects of pre-deployment and deployment. Part Two – Background to the OSCE gives details on how the OSCE is structured and functions. The final section, the Annexes, provides an overview of: resources, a checklist for deployees, participating States, and OSCE field operations.

The Stabilisation Unit (SU) is an integrated civil-military operational unit, which reports to the Foreign and Commonwealth Office (FCO), Department for International Development (DFID), and the Ministry of Defence (MOD). It is designed to be agile, responsive and well-equipped to operate in high threat environments. It combines in-house staff expertise with the ability to draw on a larger pool of civilian expertise for specialised, longer term or larger scale taskings. It ensures lessons from practical experience are captured as best practice and used to improve future delivery by Her Majesty's Government (HMG).

Deployee Guides are to be read in the policy and resource context of HMG's: Building Stability Overseas Strategy (BSOS); Conflict Pool; Conflict, Stability and Security Fund (CSSF);[2] UK Approach to Stabilisation, and UK Principles for Stabilisation Operations and Programmes;[3] and other relevant guidance from HMG Departments. They are aimed primarily at the SU's own practitioners and consultants, and those of other HMG Departments. They are not a formal statement of HMG policy.

Deployees needing more detailed information on UK policy relating to their deployment should ask SU staff for relevant points of contacts in HMG

---

[1] This paper was written by Jonathan Browning on behalf of the Stabilisation Unit.

[2] Announced in June 2013, for FY 2015-16, the £1 billion Conflict, Stability and Security Fund (CSSF, the successor to the Conflict Pool) pools new and existing resources across Government to prevent conflict and tackle threats to UK interests that arise from instability overseas. The National Security Council (NSC) will set priorities for the Fund, drawing on the most effective combination of defence, diplomacy, development assistance, security and intelligence.

[3] The UK Approach to Stabilisation and the UK Principles for Stabilisation Operations and Programmes can be found on the Stabilisation and Conflict Learning Resource under Publications at: http://sclr.stabilisationunit.gov.uk/publications

Departments. Feedback on this Deployee Guide can be sent to the SU Lessons Team at: SULessons@stabilisationunit.gov.uk.

Stabilisation Unit Publications

The Stabilisation Unit produces a number of publications in order to inform key stakeholders about a range of topics relating to conflict, stability, security and justice. The publications can be found at our new SU Publications web page.

A brief introduction to the different series and existing titles is below.

Stabilisation Series

Core guidance on the UK perspective on stabilisation; how it should be delivered.

The UK Approach to Stabilisation (2014)

The UK Principles for Stabilisation Operations and Programmes

Security Sector Stabilisation

Issues Note Series

Short papers aimed at policy makers, programme managers and deputy heads of mission to inform them about key issues in thematic areas.

Analysis, Planning and Monitoring and Evaluation

What Works Series

These are long paper intended for programme managers, project officers and deployees. They include detailed tools and frameworks that can be applied to thematic or programmatic areas.

Policing the Context

Analysis

Planning

M&E

Deployee Guide Series

Practical guidance intended for first time or seasoned deployees.

United Nations Missions

EU CSDP

Military Headquarters

Part One - Preparation for the Deployment

Understanding the OSCE

This section is intended to help deployees understand the organisation that they will be deployed to: its culture, aspects of working in the field, the chain of command in respect to decision-making, and other issues that will help prepare them.

The Organisation for Security and Cooperation in Europe (OSCE) is an international organisation that has grown in importance since the early 1990s. The OSCE's wide membership presently comprises 57 "participating States" covering a wide geographical area, from 'Vancouver to Vladivostok' as the OSCE often says, thus making the breadth of the OSCE's membership a key strength.[4] It provides a political forum for participating States to discuss and seek to resolve joint concerns.

Notably, the OSCE operates on the principles of consensus-based decision-making, thus no decision will be implemented without all participating States agreeing or at least not blocking a decision. Once participating States agree on a particular course of action then implementation can be rapid and coherent.

The culture and ethos of OSCE missions

One of the most striking aspects of the OSCE is the wide spectrum of people working in the organisation, coming from different countries, cultural and professional backgrounds. This in many ways is the main factor shaping the culture and ethos of the OSCE which is similar to but nevertheless different from the UN and EU.

The OSCE came to the fore with its field mission activities in the early and mid-1990s, notably with the OSCE missions set up in Croatia, Bosnia and Herzegovina and Kosovo as well as the Office for Democratic Institutions and Human Rights' (ODIHR) election observation missions. These larger missions were initially stood up during and after the conflicts in Croatia, Bosnia and Herzegovina and then Kosovo. These covered activities such as return of IDPs and refugees, human rights issues, training, capacity building and monitoring/reporting. The field missions grew in scope from their immediate post-conflict activities and expanded their roles into organising free and fair elections and institution building. The considerable size and scope of these missions was beyond anything OSCE had previously undertaken.

During this period of the mid to late 1990s many university graduates in their late twenties to early thirties took up positions with the OSCE in Croatia, Bosnia and Herzegovina and, from 1999, in Kosovo. Many of these staff possessed expertise in media, human rights or legal affairs, and political science, and were deployed alongside other staff from military or police backgrounds, logistics experts and humanitarian affairs. Some of the more senior positions in missions tended to go to

---

[4] For information on the participating States that make up the OSCE see http://www.osce.org/states

long-serving diplomats seconded to the OSCE by the participating State's Ministry of Foreign Affairs (MFA) or other departments.

For many individuals these missions became a fast track to professional success. The ethos amongst these large OSCE missions was one of energy, learning by doing and a 'can do' mentality. By the early 2000s the OSCE had been responsible for not simply monitoring but actually organising and managing elections several times in Bosnia and Herzegovina and in Kosovo, while simultaneously building capacity for those countries to conduct their own future elections. These electoral operations, along with the OSCE's capacity building in the areas of good governance, human rights, media and other activities, acted as a foundation for recovery from past conflicts. From these initial field operations the OSCE presence ended up creating a cadre of talented mission members who would go on to lead electoral missions in Nepal and Afghanistan and on human rights, governance and civil society issues in various UN and EU missions globally.

Structure of a typical OSCE field mission

OSCE field operations are deployed only with the consent of the host country. Their mandates are agreed by consensus, in the Permanent Council (PC). While mandates are usually reasonably broad, operational plans for each year are discussed through the budget-setting process and heads of field operations report regularly to the Permanent Council, as well as providing written activity reports. Once the participating States making up the Permanent Council take a decision approving a mandate for that mission or "presence" then the OSCE Secretariat will undertake setting it up.

There are presently 17 OSCE field operations in 15 countries.[5] While no two operations are identical, they often share similarities in set up, protocols and thematic activities. The mandates of OSCE field operations have developed over time. They started as crisis response operations concentrating on conflict management and conflict prevention in relation to a specific conflict, while a *second generation* concentrated on post-conflict rehabilitation. Subsequent missions have focused from the start on assisting host countries with the implementation of OSCE commitments and building capacity within their host countries across three OSCE dimensions.[6] For example, the OSCE Mission in Kosovo (Kosovo Verification Mission) during 1998-1999 was originally set up as a monitoring mission operating in the context of an on-going conflict. Later, the OSCE Mission in Kosovo (OMiK) was given a mandate by the UN to set up the institutions of self-government, to hold elections, build democratic institutions and support civil society. From 2008 onwards many of

---

[5] For further information on OSCE field operations currently active see http://www.osce.org/where
[6] The three OSCE dimensions are: politico-military; economic and environmental; and the human dimension. Further information can be found on the OSCE website at http://www.osce.org/what and at http://www.international.gc.ca/osce/three-trois.aspx?lang=eng.

those responsibilities were handed over to Kosovo. The OSCE has continued to support in monitoring, training and advisory roles.

The Head of Mission (HoM), also referred to as the OSCE Ambassador, will be drawn from one of the participating States. HoM and other positions are advertised and open to candidates from participating States, and are subject to a selection and interview process. HoMs are appointed by the Chair-in-Office but the process can become political with participating States promoting their candidates and seeking senior positions in the mission's management.

The mission will ordinarily have a Deputy Head of Mission (DHoM), and dependent on its size there will be senior staff managing departments such as the Office of Political Affairs, Operations, Analytical and Reporting Cell, Human Dimensions or Human Rights, Media, Democratisation and Human Resources/Logistics. A large field presence will have a significant number of staff operating in teams across the mission area, under geographical or thematic chains of command and with a Head of Office or Team Leader leading each team. In smaller OSCE missions or presences the staffing numbers may be considerably smaller, potentially less than a dozen international staff. The staffing table will comprise both international as well as local staff. Within OSCE field operations local staff can play important roles and may well offer institutional memory and insight into the mission and local political dynamics.

The OSCE's organisational structure is hierarchical - especially in field missions – and in this respect is similar to more rigid rank-structured organisations such as the military or police. The degree to which a field operation's chain of command may feel 'rigid' depends on the level of insecurity and risk in the area and on the personality of those in the immediate chain of command.

Chain of Command / Command and Control (C2)

The diagram below shows the flow of decision-making between OSCE Vienna, the field operation HQ, and field offices. While OSCE field operations are clearly answerable to Vienna, in practice they have significant freedom to develop, plan and implement projects and activities, generally in consultation with the host government.

Much of the analysis and planning is undertaken at the field or tactical level. This allows an approach whereby field-level perspectives or ground truth can be fed into operational and strategic thinking. Therefore, discussions regarding taskings, strategy, approaches and the analysis underpinning them are in reality a two-way interaction during the decision-making process.
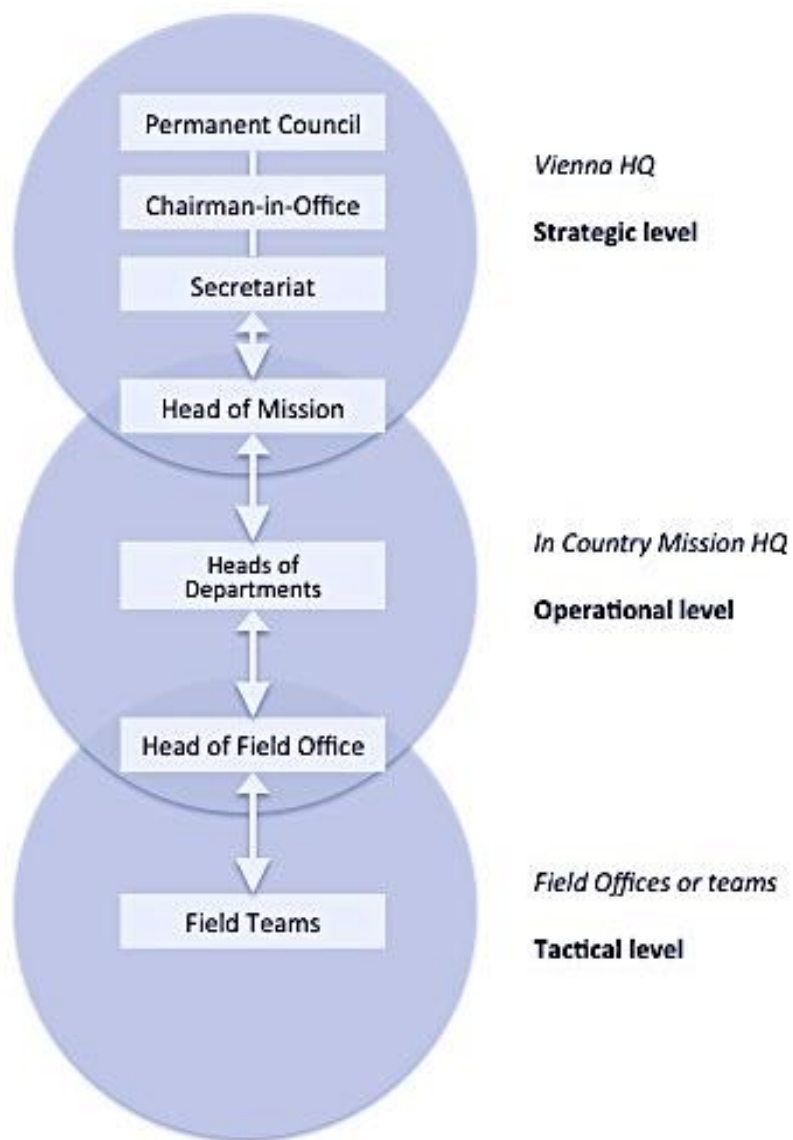
Figure 1 Diagram showing OSCE chain of command/line-management (SU, 2014).

Legal basis for OSCE field missions

An OSCE field operation is undertaken with the consent of the host government. Once an OSCE Permanent Council decision to deploy is taken, then a Memorandum of Understanding (MoU) is drawn up between the OSCE and the host government providing the legal basis for the field operation.

The MoU will ordinarily provide for the OSCE mission to be considered and treated as a form of diplomatic mission, thus OSCE international staff are in effect considered as quasi-diplomatic agents by the host government. However, as set out in the Code of Conduct (see below) this does not exempt a deployee from his/her legal obligations in the country. A deployee should always respect the laws and regulations of the host country, as well as its local customs and traditions. However, in all cases the OSCE should provide the deployee with appropriate mission IDs. The FCO does not issue diplomatic passports to deployees. However, deployees should

be aware that some OSCE participating States do provide diplomatic passports to their deployees.

UK stakeholders in the context of deployment to OSCE

While deployed to and working for the OSCE, UK Government Departments will maintain an interest in an individual's deployment and role in country. However, once deployed, you will be working for the OSCE and within its chain of command. It is important that you are seen to be independent and impartial and that you do not inadvertently create any misperceptions in the OSCE or the host country in regards to your relationship with the UK.

With due sensitivity to this issue, deployees should still be able to engage with UK officials in country, and may actually be encouraged to do so. It is advisable to take time to discuss this with the UK National Contingent Leader (NCL) in mission and/or the Deputy Head of Mission of the appropriate UK diplomatic mission. Departments in Whitehall such as FCO, DFID and MOD may also be interested to meet you before you deploy to provide any necessary briefing and share the UK's perspective. Contact should be established through the SU.

Accommodation and living conditions on deployment

This will vary from one OSCE mission to another. In regards to accommodation, generally speaking deployees will be able to rent a flat or house. Initially a deployee may be accommodated in a hotel whilst longer term accommodation is found, which is generally the responsibility of the deployee to find. On some deployments it may be that alternative and somewhat austere accommodation needs to be accepted. Accommodation will need to be signed off by an OSCE Security Officer responsible for the region, ensuring that the accommodation meets the OSCE's security standards and protocols. The deployee should provide all details with regards to the accommodation, location and ownership of the apartment to the OSCE Security Officer. This is so they can check the backgrounds of the property owners and consider any other relevant safety and/or security concerns.

Standards of accommodation are generally good in most mission areas, but in rural locations circumstances will vary. Some locations may have intermittent power and/or water supplies or slower than expected or non-existent Internet access. Guidance should be sought from OSCE staff before committing to accommodation. A few mission locations may experience very severe cold winters or hot summers. This should be taken into account when choosing accommodation (and selecting clothing and personal equipment to deploy with). There may be times when it is necessary to be accommodated long-term in a hotel close to the OSCE office for logistical or security reasons.

Normally rent will be paid by the deployee to the landlord, or to the hotel. However, in some circumstances where a number of hotel rooms have been reserved for staff

the OSCE may cover the hotel cost and then deduct this from the Board and Lodging Allowance (BLA) paid monthly to OSCE staff. The OSCE will pay a BLA to cover, at least partially, the accommodation, food and miscellaneous expenses in the duty station area. The rate set is dependent on the duty station to which a person is deployed and may include an additional hazard pay allowance. The OSCE recommends having an amount of cash with you when you arrive to cover expenses prior to the BLA being paid out, possibly in the region of €1,000 for hotel, travel and other necessary costs.

Additionally, working conditions, food, leisure and welfare facilities can vary considerably depending on the location. Deployees should try and reach out to the SU or an OSCE mission point of contact prior to deployment in order to gain insights into the location and life support issues.

Case Study One – Working in the OSCE Mission in Kosovo

The OSCE Mission in Kosovo is the OSCE's largest field operation. It monitors the work of institutions and helps strengthen legislation and policies covering the protection of human rights; anti-discrimination; freedom of expression; gender equality; and the fight against organized crime. The Mitrovica regional field office covers seven municipalities in northern Kosovo. The northern Kosovo Serb municipalities have refused to come under the authority of the Kosovo government and a tense frozen conflict emerged from 2008 when Kosovo unilaterally declared independence from Serbia. Since 1999, the OSCE (and NATO, UN, and EU missions) in Kosovo has access and an operational role in the north, but this day to day reality makes the OSCE's work challenging.

A typical day for a deployee in the role as Head of OSCE Regional Centre Mitrovica involves an 0830hrs meeting of key staff to be briefed on the security and political situation, as well as any logistical or procurement issues that need resolving. A coffee, a chance to check the inbox and write a few emails, then it is time to get into the 4x4 car and move from Mitrovica south to Mitrovica north. Even in 2014, Mitrovica is a divided town – Kosovo Serbs in the north and Kosovo Albanians in the south – and the days of easily driving over the main bridge a few minutes away are over. Since 2011, an earth and concrete Barricade (now replaced by a 'Peace Park') has been placed on the main bridge by Kosovo Serbs stopping all direct vehicle access across the bridge.

Arriving at the UN Mitrovica North office the first meeting of the day will be with various other IGOs; the UN, EULEX rule of law mission or a NATO non-kinetic monitoring team. This provides a much-needed opportunity to find out what others are doing, and to explain OSCE's recent projects and work. Naturally, it is

the coffee before the meeting with the UN deputy chief of region and the EU Political Officer, which is often the most useful part of the visit. This informal chat is another chance to build rapport and exchange candid views about what is happening on the ground.

Working in the field: deployment to an OSCE field operation

The rhythm and work of a typical day will of course vary across OSCE missions and depends on the specific duties and responsibilities delegated to them. Deployees will either be in the Mission HQ or in a team deployed to the field. On balance most deployees, depending on the role, will spend time split between being in their office writing up reports and emailing colleagues and time spent engaging with stakeholders in the government, NGOs, civil society, and other key interlocutors. Counterparts from other international organisations will be important to engage with and build relationships between those organisations and the OSCE. Being effective includes learning the working language (even a few courtesy phrases go a long way), culture and professional vocabulary of the OSCE, of stakeholders and key interlocutors. While English is used as the working language by the OSCE, many informal work-related conversations may take place in the local language in some field operations. If at the start of a meeting one can introduce oneself, and even exchange a few words in the local language, then experience shows that this can profoundly help create a friendlier atmosphere even in tense situations.

Preparing oneself in terms of working in a field mission (either in a Mission HQ or a Field Office) includes thinking seriously about the diversity of stakeholders within the host nation, such as: military, civilian and police officers and non-state actors with whom the mission staff will be required to build a good rapport. A basic understanding of military and police culture, jargon and structures can help and support important relationship-building. An ability to recognise ranks from the various insignia worn by military and police personal will increase one's credibility with these counterparts.[7] However, this needs to be balanced and used prudently. Deploying as a civilian it is important to not inadvertently project a 'military' or 'police' image especially if one has worked previously in the military or police.

Understanding the programmes and mandates of other key international organisations operating in the same country as the OSCE is also important. International organisations such as the UN, EU and International Organisation for Migration (IOM), or others such as International Non-Governmental Organisations (INGOs), (e.g. Caritas or Oxfam) may be mutually beneficial interlocutors and partners. Building relationships with such organisations can help your ability to understand the environment and influence outcomes. In fact, deployees will find that attending joint International Governmental Organisations (IGOs) and/or

---

[7] See the Deployee Guide 'Working in a Military Head Quarters' for more information.

INGO/NGO meetings are an essential part of their work. Take time to brief yourself on the work and mandates of the IGOs, INGOs and the local NGOs present where you will be deployed.

Also, being aware of not only how you affect those who work around you in an organisation such as the OSCE, but also how they can affect you, is an incredibly important part of being effective in the role assigned. As discussed already, OSCE staff come from various professional backgrounds and possess various skill sets. Add to this the different national cultures, attitudes, as well as individual personalities, and a very complex working environment emerges. An OSCE staff member can have a purely civilian, military, police or diplomatic background, or a background from previous OSCE missions – even a mix of these. For those deployees operating for the first time in the field in an OSCE environment it is important to consider your own background and mode of operating, and how that might predispose a deployee to a certain way of working and operating as well as how he/she is perceived by others.

For example, many people from a policing or military background will want to have a plan in place quickly and may be goal-orientated. However, a person from an NGO background may be less concerned about immediate planning, may be willing to be less-specific about objectives or goals, and prefer to take more time to assess and gather information and change plans or goals as they move forward. Both approaches, different but with their own merits, can cause misunderstandings between colleagues. Therefore self-awareness, as well as being able to step back and take time to understand colleagues who have a different 'modus operandi' are useful in building working relationships and being successful.

Feedback from colleagues who have worked in the OSCE and other international organisations highlights the challenges involved in building an effective team and where possible having a 'joined up' approach or 'unity of purpose'. With international staff of various nationalities and backgrounds working together, tensions can come to the fore where, for example, those whose natural inclination is to plan in detail may find themselves working with those who would rather get involved with meetings and building relationships with local stakeholders and plan later. Naturally both activities need to be undertaken, and a certain sequencing of activities should occur.

From post-deployment debriefs some of the most reoccurring themes in providing 'top tips' to future deployees are:

- **Be patient.** Whenever possible take time, show patience and ensure that you work on building the relationships with colleagues that will over time mitigate many of the tensions that might otherwise occur;

- **Be understanding.** Approaches to building rapport, which have been shown to work, are worth reading up on and putting to use where helpful;[8]
- **Be tolerant.** Operating in such difficult mission environments is challenging, and often a colleague's, or one's own, 'ego' can be one of the biggest challenges.

When meeting with local interlocutors it is important to consider and understand local perceptions of issues or events in order to fully understand the local situation and environment. These perceptions may not always make sense to outsiders, may not fit deployees' perceptions and may not always be 'factually correct'. Nevertheless they can often drive the thinking and decision-making of key influencers. You should also manage expectations when meeting interlocutors. While it may be tempting to make promises of assistance or support to conflict-affected populations, often deployees will not be in a position to offer any such immediate or direct assistance or support. Therefore, it is important to not promise something that cannot be delivered!

The OSCE has a clear chain-of-command, or internal management structure. With the chain-of-command structure it often depends on personalities how much a task, request or instruction is expected to be followed to the letter. Often strong personalities, either positivity or negatively, can drive forward policy and planning. Therefore, it is worth running through mental scenarios of how to deal with different working approaches and personalities. However, on security issues it is clear that a deployee should follow the direction of the OSCE Security Officer and guidelines.

However, the OSCE has an ethos that encourages internal challenge and debate. One should therefore feel able to challenge one's peers and colleagues, in an appropriate, tactful and professional manner, if one feels that a particular approach is not optimum, or that there might be negative consequences. A deployee will have to find the right balance depending on the role, field operation and personality of colleagues working on the matter at hand, but bringing ground truth to the fore and challenging with the intent to improve the OSCE's work is part of the OSCE operational culture and ethos.

The broad mandate of many OSCE missions along with the challenges associated with such environments may sometimes make the workload seem monumental, or even impossible. However, by focusing specifically on the individual's role and working towards a particular objective step by step one can avoid feeling overwhelmed. Equally it is important for an individual, while deployed, to ensure they take care of themselves in regards to leave rotations so that over the long term

---

[8] Genie Z. Laborde, *Influencing With Integrity: Management Skills for Communication and Negotiation*, (Crown House Publishing Ltd 2007), pp 237.

a deployee can remain as 'fresh' and effective as possible. Remember, it is a marathon not a sprint!

Case Study Two – Working in the OSCE SMM to Ukraine

The OSCE SMM Team Leaders (TL) are mostly located in field offices away from mission Kiev HQ, which given the size of Ukraine can involve significant distances and travel times. While Kiev HQ can give direction and support, a lot of the work as TL is to a degree autonomous. That means ensuring that the team works well together, taking into account the local environment and dynamics, is key. For the team to be successful the TL needs to facilitate good levels of morale and camaraderie, helping to create a shared understanding and acting as an interface between Kiev HQ and the team.

Much of the work will be monitoring the situation, events and processes that have been agreed at a higher level. This will involve smaller groups within the team agreeing patrol routes and then patrolling or moving from location to location to monitor and report. The challenges involved in this will depend on the location; the western part of Ukraine, Odessa and Donetsk are obviously different in regards to atmospherics and politics or ongoing conflict.

With the team working closely together day after day, bonds will be formed more quickly than in a normal office, and stress levels can easily challenge anyone's inter-personal skills! Even after work people will end up talking about work and how the day has gone. Camaraderie in some deployments is as important a part of the operational plan as anything else.

A key tool to deliver on tasks requested from Kiev HQ and gaining access to the relevant local interlocutors are the soft skills of building rapport, trust and a good working relationship with those whom you regularly meet. However, your relationship with local interlocutors will not always be dependent on your own people skills, but will also be dependent on those of other OSCE colleagues in the team. If a colleague holds a meeting in which he or she manages to insult a local commander or politician then this can affect your relationships as well.

Preparing for meetings is key as this vignette illustrates. *It is 0800 in the morning, bitterly cold, the meeting is at 0900 in the local mayor's office. The route plan is done, the vehicles are ready, the interpreter has arrived and it is time to start off. Your colleagues now have a few moments to catch up on remaining issues and if not already done consider how you approach the next meeting. Who leads? What outcome is needed? If the mayor offers you vodka do you accept or not? Your colleagues in the vehicle will be from different backgrounds and are all different nationalities. If you have not already bonded to some degree and mapped out how you jointly approach the meeting it may not go as well as you hope.*

OSCE codes of conduct and expected behaviour of deployees

All OSCE staff, including secondees from participating States, are bound by the OSCE Staff Rules and Regulations and by the OSCE Code of Conduct, which sets out a set of standards for conduct, similar to those in other international organisations. Deployees seconded by a participating State will be joining contracted staff and possibly core permanent OSCE staff. Once a deployee has arrived in mission and received an induction briefing by OSCE trainers, they will be provided with the Code of Conduct to read and sign. This agreement is binding to OSCE staff. This signed document will then be held on file with OSCE. Should a deployee breach any of the codes of conduct then the OSCE may, if necessary, take disciplinary measures or even repatriate that individual to his/her home country. The OSCE has ultimate authority in this regard.[9]

The key principles of the OSCE Code of Conduct include:

- OSCE staff should conduct themselves at all times in a manner befitting the status of an international civil servant, and conduct oneself at the highest personal and professional level at all times when on or off duty.
- Notwithstanding any privileges and immunities granted, staff should respect and comply with the laws and regulations of the host country including local customs and traditions.
- Staff should refrain from any action that might cast doubt on their ability to act impartially.
- OSCE officials should not engage in any activity, which is incompatible with the proper performance of their duties with the OSCE or may adversely reflect on their status, as well as on the integrity, independence and impartiality of their position and function as OSCE officials.
- Staff should observe OSCE safety and security measures.

UK deployees in a multi-national OSCE mission are representatives of the UK. Therefore they should demonstrate the same high levels of professionalism and personal behaviour expected of any UK public servant abroad.

Similarly, deployees should expect be treated in a fair, professional and appropriate manner by their colleagues. Should a deployee feel subject to unfair or inappropriate behaviour or conduct, this should be reported through the OSCE chain of command in keeping with the relevant procedures, and referred to the SU in the event that the issue is not resolved locally.

If you have questions on your deployment or other serious unresolved, substantive concerns that cannot be easily dealt with by email then you can contact the SU Deployments Team to arrange a meeting to discuss face to face.

---

[9] OSCE Code of Conduct for Staff/Mission Members, http://www.osce.org/secretariat/31781.

Human resources and admin issues

Once a deployee arrives at his/her OSCE duty station there will be a briefing on issues such as: political, security, local orientation as well as on the human resources and employment aspects of working for the OSCE. A deployee may also receive a further brief if he/she is deployed to a field office on the local specifics for that office and region. Some deployments may include briefings at OSCE Vienna HQ either prior to or after arrival in mission. For deployees to the OSCE Special Monitoring Mission in Ukraine (SMM) there may be an opportunity to attend a security related awareness briefing in Vienna or Kiev in addition to the Hostile Environment Awareness Training (HEAT) course offered by SU in the UK.

While SU will continue managing aspects of the deployment, these will be limited to ensuring that your deployment is going well and being willing to examine concerns deployees may have while seconded to the OSCE. In regards to OSCE work-related issues these should be taken up with OSCE Human Resources department in mission. The OSCE will be responsible for appraisals, managing OSCE staff and dealing with any matters concerning your role during the deployment. Travel claims are usually claimed back from OSCE for travel expenses occurred while deploying into mission and in certain circumstances while going on leave. These allowances will be specific to the OSCE role and deployment. Do check for any specific information on these matters with SU, and to matters regarding OSCE staff regulations with OSCE Human Resources.

A deployee's OSCE line manager will work with him/her to complete a Performance Appraisal Report (PAR), normally at the point of a request to extend or every six or twelve months. Once the appraisal is agreed it will stay on file in OSCE Human Resources and a copy of the PAR will be sent to the SU as a record of performance. Any concerns or issues related to such appraisals should be taken up with the OSCE through the relevant procedures. If a deployee still has serious concerns then it may be worth discussing the issue with the UK appointed National Contingent Leader (NCL) in mission or the SU directly.

Leave policy is decided by the OSCE and generally is set at 2.5 days per month, but may vary depending on the OSCE duty station. Working hours nominally consist of a 40-hour week split into five days, and can often but not always be from 0830 to 1730 hrs. Alternatively some working hours in field operations such as the OSCE Special Monitoring Mission to Ukraine (SMM) have shift patterns. However, working past any set hours is often necessary and in terms of OSCE cultural norms is a regular occurrence, especially in larger or crisis response missions.

Case *Study* Three – *Working in the OSCE Centre in Bishkek, Kyrgyzstan*

The OSCE Centre's presence in Kyrgyzstan has increased in importance after the violent inter-ethnic clashes which occurred in 2010. After this, the government of Kyrgyzstan asked for the OSCE's assistance in supporting local police working in a multi-ethnic environment and improving community relations with the police, while promoting and protecting human rights and providing technical support for the elections. The OSCE was well qualified to help, both logistically and with its ability to work on issues across communities and with political access to local stakeholders already in place. The OSCE agreed to send unarmed police to ten districts across the country and the OSCE Community Security Initiative (CSI) was mandated in November 2010 to support Kyrgyz police in a still fragile security environment. The goal was to turn the police from a force into a service, and to build trust, confidence, and inter-communal tolerance. Ensuring buy-in for the programme was of great importance, so a considerable part of the role in Kyrgyzstan was to meet regularly with local counterparts and stakeholders to see if the initiative was meeting the needs of the Kyrgyz police according to their perceptions. There would naturally be different views at various levels of the police and amongst the community about how to progress the OSCE's mandate, the success of work undertaken thus far, and how best to continue and calibrate activity in the future. Talking to the local community one could start to match the views from government and OSCE circles in Bishkek with the reality on the ground, and by so doing then propose solutions to overcome some of the challenges in delivering the programme. Having built good relationships over time with various local stakeholders and civil society, receiving honest and credible feedback was possible. After the events of 2010 the work that OSCE was immediately able to engage in, along with the UN and EU, helped support a quick and effective stabilisation effect which helped stop Kyrgyzstan slipping back into further conflict.

Another important aspect of the support offered was to the Kyrgyz Central Election Commission with technical support to the electoral process for the elections due in 2010 and 2011. The support given was for the government's preparation efforts in conducting the Constitutional Referendum (2010), and the Parliamentary (2010) and Presidential (2011) elections. This helped to ensure peaceful elections and saw improvements to the electoral legal framework. The OSCE's support included capacity building and training for polling station staff and for the electoral processes as a whole, including media, inter-ethnic inclusion and conflict prevention.

Duty of Care

Duty of care remains the legal responsibility of your employer although aspects of duty of care, such as safety and security, can be delegated to other competent organisations. The SU will discharge this legal responsibility on behalf of your employer through assessments and security visits. Informed consent is a key principle and you will be given a security briefing prior to your deployment, which will assist you in your decision whether or not to deploy. This briefing will inform you of the assessed risks and the measures used by the OSCE in mitigating these risks. Once you have deployed, the OSCE will be responsible for your safety and security. You should ensure that you are familiar with OSCE security regulations and apply them without fail. You will receive a field security briefing from the OSCE on arrival. Informed consent applies throughout your deployment. You should refer any security questions or concerns you have to the responsible OSCE Security Officer or OSCE point of contact in the first instance. If you ultimately feel that this cannot be done or your concerns are unresolved, then discuss this with SU Deployments at the first opportunity.

The first rule in all OSCE field operations is that personal safety of all staff is the highest priority, and any staff member has the right to withdraw from a particular activity if they assess that the assignment is endangering their life and the lives of other staff members. Getting out to the field where events are happening and showing presence must never take precedence or priority over risking the lives of staff members. A deployee should keep himself or herself up to date and aware of the security situation in their respective duty area.

Deployment equipment and other essentials

Appropriate deployment equipment will vary depending on the mission or area being deployed into. Some kit will be provided by the SU. Ensure you are familiar with the kit being provided by SU. If there are any concerns as to the make-up of the kit please ask SU Deployments before deploying. Certain equipment will need to be returned to SU unless instructed otherwise.

A deployee may receive Personal Protective Equipment (PPE) – i.e. body armour - which will need to be carried out to location and eventually returned to SU, or will be provided by OSCE on arrival to the field operation. A covering letter from SU will be provided if deemed necessary to facilitate travel through airports. The requirement for PPE may be set by the OSCE operation and should be worn in accordance with protocols provided by the OSCE. If these are unclear, refer back to the SU security team who will pursue the issue on the deployee's behalf.

First aid packs will be provided by SU prior to deployment. Familiarise yourself with the contents and ensure that they are sufficient for your deployment. Any unused items should be returned at the end of mission.

In some missions B4 or B6 armoured vehicles will be used for road movements. OSCE mission policy may be to self-drive. If this is the case be aware that the generally speaking the standard UK driving license does allow this category of vehicle to be driven. However there may be some UK driving licences issued, potentially those issued after 1st January 1997, that do not permit vehicles over 3.5 tonnes to be driven. Dependent on the deployment, additional driver training may be provided by SU prior to deployment. Alternatively, the OSCE may arrange driver training in country and/or require deployees to pass a driving test.

With regards to communications equipment, the receiving OSCE mission will provide communications equipment on arrival in mission. A mobile phone and local SIM card will be provided, and, depending on the mission location, a hand-held radio and/or satellite phone. Ensure that all communications equipment provided by the OSCE works in the area that you are deploying into.

Part Two - Background to the OSCE

The OSCE's origins are rooted in the Conference on Security and Co-operation in Europe (CSCE), which began to take shape in 1973. Discussions based on ideas proposed by the Soviet Union of setting up a pan-European security conference had continued throughout the 1950s and 1960s but the Cold War period precluded any such agreement. However, by November 1972 both the Soviet Union and Western Europe were moving closer to agreeing on proposals, though for different reasons.

In 1972, 35 of the attending States agreed to begin multilateral consultations and the foundations were put in place for preparatory talks in Helsinki. By 1973, these consultations were completed and recommendations later agreed. In Helsinki, on August 1st 1975, the 35 participating States signed the Helsinki Final Act of the CSCE. This act established basic principles for participating States. This provided the basis for the continued development of the CSCE process. While the document itself was not a treaty it is considered politically binding.

> The **Helsinki Final Act** was divided into three main parts, sometimes referred to as "baskets":
>
> Basket I)   Issues related to the politico-military aspects of security;
>
> Basket II)   Cooperation in the field of economics, science and technology, and the environment;
>
> Basket III) Cooperation in humanitarian and other fields.

The Helsinki Final Act had therefore achieved in substance much of what had been discussed in depth during the previous years, but with both sides having significantly differing reasons and ideas as to what the outcome of those discussions should mean. Western Europe had aimed for these talks and the agreement to reduce

recent tensions in the region, to improve the political rights of populations under Communist rule, and foster an increase in economic cooperation between the West and East. The Soviet Union had hoped since the 1950s to establish a pan-European security organisation, which included Eastern Europe and the Soviet Union, and to use this forum to have their voice heard and improve bilateral and multilateral economic and technological cooperation with Western countries. Both sides achieved a degree of their original aims, however the Soviet Union soon discerned that the 'Helsinki Agreement' was a potent instrument with which the West could criticise the Soviet Union's human and political rights failures. For this reason the Soviet Union did not meaningfully support implementation of the Helsinki Final Act or engage on building the capacities of CSCE. After the Helsinki conference the CSCE continued to meet in irregular, and extended, conferences until the situation changed with the fall of the Berlin Wall and the end of the Cold War.

The CSCE found new purpose with the greater engagement of former Soviet states. In December 1994 at the Budapest Summit the CSCE was renamed the Organisation for Security and Co-operation in Europe (OSCE), institutionalising the expanded role of the organisation and establishing a permanent structure. By the end of the 1990s the OSCE had set up a number of institutions within the organisation, based in Vienna and Warsaw, and field operations in a number of countries. From just a handful of staff in OSCE in field locations, such as a number of the newly independent ex-Soviet republics and the Balkans, the OSCE rapidly increased the numbers of its staff in field operations to over a thousand in the OSCE Missions in Bosnia and Herzegovina, Croatia and Kosovo. In addition OSCE in its field operations and the Office of Democratic Institutions and Human Rights (ODIHR) as an institution of the OSCE, had developed as a gold standard of election management observation respectively across the OSCE area, setting standards for other international organisations.

While the large OSCE missions were specific to that time period they were credited especially in the case of Bosnia and Herzegovina and Kosovo with setting up the institutions of government, supporting the building of a relatively strong civil society, and conducting robust and effective human rights monitoring and promotion. In Kosovo this was accomplished under the umbrella of the UN Mission in Kosovo run by the UN Department for Peacekeeping Operations (DPKO) in a 'four pillar' system that was led by the UN Secretary General's Special Representative (SRSG) whereby the OSCE was a 'pillar' mandated with democratisation and institution building.

For the first time since the OSCE stood up sizable missions in the Balkans it is now standing up a large mission in Ukraine, the OSCE Special Monitoring Mission. This has been a considerable challenge, in mobilising and deploying large numbers of staff, equipment and resources in a short time, and in a dangerous security context. But the

OSCE has shown in the past its ability to run effective large missions and the SMM remains a central element in the international response to the crisis in Ukraine.

OSCE today – priorities and thematic areas of work

The OSCE takes a broad approach to security issues, encompassing economic, politico-military, human dimensions, and environmental issues. It therefore addresses a wide range of security-related concerns, including arms control, confidence and security building measures, human rights, national minorities, democratisation, policing strategies, counterterrorism and economic and environmental activities.

The OSCE's current main priorities are:

- **Democracy:** to consolidate the participating States' common values and help in building fully democratic civil societies based on the rule of law and principles of "good governance";
- **Peace:** to prevent local conflicts, restore stability, seek to resolve "frozen conflicts", and bring peace to war-torn areas;
- **Security:** to overcome real and perceived security deficits, assist participating States in capacity-building, and seek to better address existing and future political, economic, and social divisions by promoting a cooperative system of security.

These priorities are worked on between States within the framework of the OSCE as well as on the ground with the activities of the field missions deployed by the organisation.[10]

OSCE's decision making process

This section outlines the key OSCE decision-making bodies and how these bodies work in relation to one another. This is important for a deployee to understand, especially when deployed to a senior position in the OSCE.

OSCE decisions and statements are made by consensus between the 57 participating States. Therefore, any State can effectively block a decision. This may have implications for how a mission is funded or resourced and can influence which types of activities or projects proposed by senior management are supported and agreed by OSCE Vienna. Additionally, decisions and statements sometimes need a considerable amount of work and discussion prior to agreement. This principle of equality of OSCE participating States is reflected in the CSCE's Final Recommendations of the Helsinki Consultations.

The consensus rule and the equality of all OSCE participating States, no matter their geographical size, political or financial power, remains a fundamental principle of

---

[10] Refer to the OSCE's website for examples of these thematic activities undertaken in various OSCE missions, http://www.osce.org/what

the OSCE. However, provisions do allow participating States the possibility to express 'formal reservation' or their own 'specific interpretation of a given decision' while still joining the other participating States in a consensus decision. Though the consensus decisions are seen to have a politically binding nature they do not have a legally binding nature as in other international institutions. Thus participating States make political commitments, which they hold one another accountable for.

Finally, the decision making process of the OSCE is based on an inclusive and relatively transparent consultative process. The Permanent Council chairperson or any participating State can table draft decisions. Once draft decisions have been negotiated and expert level discussions are completed, the decision will be put up for adoption by the Ambassadors at the Permanent Council or by the Foreign Ministers of participating States at the annual Ministerial Council.

Relationship between OSCE Vienna and field missions

Not all deployees to missions will end up in roles where it is necessary to have a direct relationship with OSCE Vienna, but if so then this section will help in understanding the relationship between OSCE Vienna and the mission. Understanding the relationship and dynamics between OSCE Vienna's key bodies, the Chairmanship, Secretariat, Conflict Prevention Centre (CPC) and the delegations with the OSCE Mission in the field will be useful during the deployment period. Stakeholder management and influencing activity will be needed if dealing with OSCE Vienna, and thus the deployee should consider how best to engage with these stakeholders.

In smaller missions much of the work undertaken tends to be project and programme-based activities that need funding and political support from Vienna. Deployees can find themselves deeply involved in working on the design, budgeting, implementing and administering of projects and programmes.

The larger missions will have a broader range of activities, which are not only project or programmatic in nature but also broad monitoring and/or training roles conducted across the host country. Thus the character and dynamics of the relationship between OSCE Vienna and the field missions will in part depend on the size of the mission, the degree of political importance or focus put on that mission at any particular time from outside, and the style and personality of senior management.

In a senior role, a deployee's autonomy to reach out to Vienna and communicate and work with the Secretariat and CPC will often depend on the style with which the HoM manages the mission, within his/her office or delegating tasks to respective mission departments and sections. Furthermore, the smaller the mission, the more likely will be the need to deal with Vienna. Certainly, if the deployee is in a senior

management role then building effective relationships with key interlocutors in Vienna will be highly important.

OSCE Missions will often have a project coordinator who ordinarily works in the Office of the Head of Mission (OHoM) on projects and programmes, reaching back and travelling to Vienna in order to secure buy in, funding and support from the Secretariat, the CPC and delegations. Other senior positions may find themselves similarly needing to discuss issues with Vienna. Identifying who you need to talk to on a particular issue will be as important as deciding how you best build that relationship.

The Secretariat has experienced an increase in numbers of staff and levels of professionalism over the last two decades, due in part to experienced staff from its field missions joining but also due to a more competitive recruitment process. However, the delegations to the OSCE change more frequently and so may not have as robust an institutional memory as the Secretariat and CPC. Issues raised by Vienna HQ to the field missions may in some cases be driven by the Secretariat or by one or more national delegations. Of importance is to discern the reasons underpinning requests or issues raised by OSCE Vienna to the field, in order to respond properly.

Therefore, building effective informal as well as formal relationships with appropriate counterparts in Vienna will be exceptionally important for the deployee, if in a senior role. Quality relationships that translate into collegial trust and understanding will often produce more opportunities for achieving the desired outcomes.

OSCE Vienna will often wish to gain ground truth on what is happening in the mission. Reporting will provide part of this. But equally important is to facilitate opportunities for Vienna and field mission colleagues to meet and discuss the reality on the ground. Too often, important visitors from Vienna remain stuck in mission HQ in country and do not get to see the real ground truth in the field.

OSCE components and processes comprising the decision-making cycle[11]

These include, in alphabetical order:

Budget

The OSCE is funded by the contributions from the 57 participating States. On 22 May 2014, the OSCE Permanent Council adopted the Organisation's Unified Budget for 2014, totalling EUR 142,304,100 (PC Decision 1123). In recent years agreement of the budget has been delayed by political differences between participating States, which has occasionally impacted on field mission activities. In addition, some project

---

[11] Some of this section is adapted from the OSCE website, http://www.osce.org/.

activities are funded by voluntary Extra-Budgetary contributions. This has included significant areas of work such as funding for the Special Monitoring Mission in Ukraine.

Conflict Prevention Centre (CPC)

The Conflict Prevention Centre, existing as part of the Secretariat, handles policy and operational issues relating to field operations and includes a 24-hour Situation Centre. This is an important part of the OSCE Vienna structures for field operations and the CPC's role and engagement with field operations is often in depth and key to programmatic, policy and project decision-making cycles.

OSCE Summits

OSCE Summits, at the level of Heads of State of Government, have taken place every few years to set priorities and high-level political orientation. The last Summit was in Astana, Kazakhstan in 2010.

Forum for Security Cooperation

The Forum for Security Cooperation (FSC) meets in Vienna on a weekly basis and aims to improve issues around military security and stability, implementing a number of political-military agreements. These include confidence and security building measures, part of which is the exchange of military information and mutual verification between States, and the Code of Conduct, covering democratic control of security forces. This forum also examines issues around the proliferation of small arms and light weapons.

Internal oversight

A team of independent internal and external auditors regularly examines and evaluates the OSCE's activities in order to help ensure transparency, accountability, and to prevent waste, fraud, and mismanagement. In cases of alleged or suspected financial impropriety an investigation is undertaken in line with international standards to establish the facts and reports to the Secretary General.

Ministerial Council

The Ministerial Council (MC) is composed of the Foreign Ministers of the OSCE's participating States. The MC meets once a year towards the end of every term of its chairmanship. This is to consider relevant issues and take appropriate decisions with regards to the OSCE. The Ministerial Council meetings help to maintain a link between the political decisions taken at the Summits and the day-to-day functioning of the Organisation, thus providing a point of reference for its other institutions.

Office for Democratic Institutions and Human Rights

The Office for Democratic Institutions and Human Rights (ODIHR) is based in Warsaw and is widely known for its role in election observation missions. ODIHR

also reviews legislation and advises governments on how to develop and sustain democratic institutions along with support, assistance and expertise to participating States and civil society in promoting democracy, rule of law, human rights and tolerance and non-discrimination.

OSCE Chairperson-in-Office

The Chairmanship of the OSCE is held for one calendar year by an OSCE participating State putting itself forward for the role and formally designated as such by a decision of the Ministerial Council. The function of the Chairperson-in-Office is exercised by the Minister of Foreign Affairs of that State. The responsibilities of the Chairman-in-Office include representing the OSCE, coordinating the work of OSCE institutions and overseeing activities related to conflict prevention, crisis management and post-conflict rehabilitation. For 2014 the Chair is Switzerland, and will be followed by Serbia in 2015. Germany and Austria are due to follow in 2016 and 2017.

Permanent Council

The Permanent Council (PC) is one of the main regular decision-making bodies of the OSCE. The PC meets weekly in Vienna and discusses developments in the OSCE area. It comprises the Ambassadors of the 57 participating States, all of which are represented by delegations to the OSCE in Vienna.

Related bodies

While not formally parts of the OSCE a number of other bodies are directly related. These include the Joint Consultative Group, which handles issues relating to the Treaty on Conventional Armed Forces in Europe, and the Open Skies Treaty, which manages a regime of unarmed military aerial observation flights over the territory of the Treaty's 34 signatory States.

Secretariat

The Secretariat under the direction of the Secretary General provides operational support to the OSCE. The Secretariat's mandate involves: supporting OSCE field activities; maintaining contacts with international and non-governmental organisations; coordinating OSCE economic and environmental activities; OSCE activities in the politico-military field; administrative, financial and personnel services; conference and language services; information technology, press and public information.

Secretary General

The OSCE Secretary General acts as the representative of the Chairman-in-Office and as the OSCE's Chief Administrative Officer. Lamberto Zannier of Italy has held the post since July 2011.

Staffing and employment

The OSCE employs some 550 people in its various institutions and around 2,330 in its field operations. Locally contracted employees outnumber international seconded employees approximately three to one. Seconded staff are funded by their national administrations. The OSCE also manages a roster of 'First Responders' which provides for a rapid reaction deployment capability. The roster comprises OSCE staff presently serving and who have been accepted onto the roster.[12]

In regards to OSCE international staffing there are two main modes of recruitment into the organisation: by secondment from a participating State; or by the OSCE contracting an individual directly. The OSCE chiefly rely on participating States seconding staff (paid by the seconding State; the salary and/or reimbursement will vary from country to country). For core mission functions (such as security, communications and logistics support, human resources) though OSCE may recruit through the secondment process, generally the mode of recruitment tends to be by direct contracting. The model of direct contracting allows for rapid recruitment (days or weeks) and enables specific technical skills to be sourced. In some OSCE field operations and in Vienna, UK nationals have been or are employed by OSCE as international contracted staff. A smaller number have also joined the OSCE but are not contracted and receive only Board and Lodging Allowance (BLA) from the OSCE, and as they are not deployed by the SU they receive no salary.

There are some limitations in regards to secondment into the OSCE. Secondees over 65 years of age need medical clearance. Also, a deployee cannot be seconded into the OSCE for more than ten years in total, or more than seven years in one specific mission. Furthermore, if an OSCE mission downsizes or reconfigures then this may affect a deployee's ability to extend in his/her particular role or mission. In such a situation the deployee should discuss their concerns with the SU, though the SU will in most cases be obliged to respect the decision of the OSCE regarding staffing. Thus deployment lengths can depend on the field operation's mandate, other decisions made by OSCE about the operation's structure and the performance of the deployee. Extension requests are based on performance feedback and go to the respective participating State for approval.

The OSCE field operations will recruit local staff to fulfil various functions related to the mandate and needs of the mission. These include interpreters, translators, transport, communications and logistics support, political officers, human rights officers or Press and Public Information Section (PPIS) staff. The range of local staff functions depends very much on the mission, both its depth of activity and the duration of the mission's existence. Some of the longer duration missions such as the OSCE Mission in Bosnia and Herzegovina or the OSCE Mission in Kosovo have

---

[12] For more information on the deployment of 'First Responders' see the OSCE webpage article at http://www.osce.org/secretariat/125375.

advanced National Professional Officer (NPO) or equivalent positions in which local staff working in the mission for some years have taken on the portfolio of fellow international staff and often work with OSCE international staff on a semi-equal basis in terms of professional responsibility and workload. Local staff in all OSCE field operations are often the key to success. Respecting local staff in their work, for their local knowledge and utilising them fully are the key to a deployee's own success in his/her work. However, do remember that in fragile and conflict-affected environments asking local staff to carry out certain tasks or to work on certain issues can put them in difficult positions vis-à-vis the local community or other local influencers.

In newer missions such as the OSCE Special Monitoring Mission to Ukraine, the mission may have very capable local staff but some may not have attained the same levels of autonomy, responsibility and functional capability compared to longer-standing missions.

It goes without saying that deployees should work constructively with local staff, with due respect for cultural and national norms, to support, develop and build those individuals' capabilities.

Concluding remarks

Deploying into OSCE missions often in a highly complex and politicised environment can be a huge challenge, but also highly rewarding. So much of the work is about building effective relationships with a multitude of different nationalities, listening to what local people have to say and influencing mission objectives in the right direction. Success is built not on a single deployment, but on multiple layers of work and effort undertaken by people before your deployment and by those who may come after.

After your deployment, and as part of the debrief with SU, you will have an opportunity to reflect on how the deployment has gone, and provide feedback. This is an important opportunity for SU to capture insights that may improve future deployments and HMG's engagement. The SU hopes that you will enjoy your deployment and feel rewarded by the experience. Do reach back to SU for support if needed.

Annex A - Resources

Organisation for Security and Cooperation in Europe (OSCE)

OSCE - Main website http://www.osce.org/

OSCE - Areas of thematic work http://www.osce.org/what

OSCE - Resources; good location for manuals, guides and other useful documents

http://www.osce.org/resources

OSCE - Press Releases (includes open source reporting from Ukraine

http://www.osce.org/press-releases

Fact sheet for the OSCE Conflict Prevention Centre (CPC)
https://www.osce.org/cpc/13717

OSCE - Parliamentary Assembly (PA) http://www.oscepa.org/

OSCE - Office for Democratic Institutions and Human Rights
http://www.osce.org/odihr/

OSCE Ukraine fact sheet

https://www.osce.org/ukraine-smm/116879

OSCE Ukraine info-graphic - https://www.osce.org/home/126121

UK Stabilisation Unit

UK Approach to Stabilisation (2014)

http://sclr.stabilisationunit.gov.uk/su-publications/stabilisation-series/487-uk-approach-to-stabilisation-2014/file.html

UK Principles for Stabilisation Operations and Programmes

http://sclr.stabilisationunit.gov.uk/su-publications/stabilisation-series/488-principles-for-stabilisation-operations-and-programmes/file.html

SU Conflict Analysis document

http://sclr.stabilisationunit.gov.uk/images/supub/downloads/cssf-tips-conflict-analysis.pdf

SU Issues Notes - Describes goals, approaches, means and ends

http://sclr.stabilisationunit.gov.uk/publications/issues-note-series

SU What Works Series - Translates policy into programmes

http://sclr.stabilisationunit.gov.uk/publications/what-works-series

Annex B - "At a Glance" Checklist for Deployees

A summary of key points and major lessons identified and discussed in this guide are set out below. The summarised format is designed to provide deployees with an easy to use check list of actions they should consider as they prepare for and progress with the deployment. It is necessary though to read the main guide in full in order to gain a more detailed understanding of the OSCE and issues likely to be encountered on deployment.

Pre-Deployment Preparations and Reflections

o OSCE's decision-making process is that decisions and statements are taken by consensus between the 57 participating States.

o OSCE field operations or formal presences are deployed only with the consent of the host country. Their mandates are agreed by consensus in the Permanent Council.

o While OSCE field operations are clearly answerable to Vienna, in practice they have significant freedom to develop and implement planning, projects and activities, generally in consultation with the host government.

o Once deployed, you will be working for the OSCE and under their chain of command. It is important that you are seen to be independent and impartial.

o Please ensure familiarisation with the deployment kit being provided by SU. If there are any concerns regarding the kit please ask SU deployments before deploying.

o The OSCE recommends having an amount of cash with you when you arrive to cover expenses prior to the BLA being paid out, possibly in the region of €1,000 for hotel, travel and other necessary costs.

o In some missions B4 or B6 armoured vehicles will be used for movement during assignments. OSCE mission policy may be to self-drive. Be aware that the standard UK driving license does allow this category of vehicle to be driven.

o It is important the deployee takes his/her UK driving license - including the UK plastic card and fold out-paper slip - on deployment as it may well be needed.

o Consider the environment being deployed into and what appropriate clothing and personal items should be taken out on deployment.

o Refresh individual knowledge and understanding of operating in multi-lateral and multi-national organisations in complex fragile or conflict affected states.

o Develop a good understanding of the country and region to which deploying. It's history, culture, the current political, social and security trends, and stabilisation situation including UK's broader, long terms aims.

- Being effective during the deployment consists in part of learning the local language (even a few courtesy phrases go a long way), culture and professional vocabulary of the OSCE, of stakeholders and key interlocutors.

- Developing an understanding of the military and police as best as possible prior to your deployment will be helpful, learn to recognise ranks from the various insignia worn by military and police personal.

- Preparing oneself in terms of working in a field mission (either in a Mission HQ or a Field Office) includes thinking seriously about the diversity of stakeholders within the host nation.

- Take time to read up on the OSCE's mandate for the field operation you are deploying to, and more generally OSCE thematic activities and key institutions/bodies.

- Take time to brief yourself on the work and mandates of the IGOs, INGOs and the local NGOs present where you will be deployed.

- Being knowledgeable and well prepared on arrival will help accelerate the learning curve and absorb the conditions and circumstances as they play out on the ground.

- All OSCE staff, including secondees from participating states, are bound by the OSCE Staff Rules and Regulations and by the OSCE Code of Conduct.

During Deployment

- Be patient. Whenever possible take time, show patience and ensure that you work on building the relationships with colleagues that will over time mitigate many of the tensions that might otherwise occur.

- Be understanding. Approaches to building rapport, which have been shown to work, are worth reading up on and putting to use where helpful.

- Be tolerant. Operating in such difficult mission environments is challenging, and often a colleague's, or one's own, 'ego' can be one of the biggest challenges.

- When meeting with locals interlocutors it is important to consider local perceptions of issues or events in order to fully understand the local situation and environment.

- Understand, and work within the OSCE chain of command, while also building rapport with colleagues and being willing to tactfully challenge taskings and provide constructive suggestions where needed.

- OSCE work related issues should be taken up with OSCE HR department in mission.

- The OSCE will be responsible for appraisals, managing OSCE staff and dealing with any matters concerning your role during the deployment.

- Ensure arrangements are in place for performance appraisals to be completed by the OSCE.

o Maintain an on-going record of issues and lessons to inform SU during the deployment and at the end of deployment de-brief. This will help SU improve support to and the effectiveness of deployments to the OSCE.