



The Gender Monitor



International Women's Day
8 March 2013



FLOWERS TODAY, RESPECT EVERYDAY

To celebrate International Women's Day 2013, colleagues from across the OSCE, and a few volunteers, have gathered to deliver a message of respect

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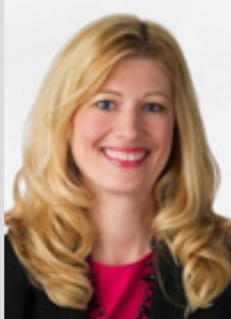
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THE MENTORSHIP GAP FOR YOUNG WOMEN

By Jolynn Shoemaker



Jolynn Shoemaker

Jolynn Shoemaker is a recognized leader and expert on women peace and security and women's leadership. She is an independent consultant, a Non-Resident Fellow at the Stockholm International Peace Research Institute, and a Non-Resident Senior Associate at the Center for Strategic and International Studies. Most recently, she served as the Executive Director of Women in International Security (WIIS), the only global network actively advancing women's leadership at all stages of their careers in international peace and security. Before joining WIIS, she worked for the Institute for Inclusive Security, an organization dedicated to increasing women's participation in peace processes, where her focus areas included gender integration in rule of law and security sector reform, and advocacy with the United Nations and U.S. Government.

Despite encouraging progress in international affairs careers over the past two decades, women - including young women, still remain significantly under-represented in security careers (especially at senior-level positions). There is not one simple explanation for the disparity. It is a complex issue with both institutional and individual factors that inhibit women from reaching their full potential. However, research by Women in International Security (WIIS) indicates that women are not benefiting from the same level of mentorship and career support as male counterparts and that institutions often lack the gender awareness to design effective initiatives and approaches to reverse the representation gap. As a result, women are repeatedly passed over, or eliminate themselves, from advancement opportunities.

There are three main problems: Women are not receiving the types of mentoring that are needed for career advancement; women are not mentoring other women in the ways that are necessary to strengthen the pipeline of female talent, and women are not getting the institutional support that they need to succeed in many organizations. Advancement success requires mentorship that goes well beyond general advice. It hinges on "sponsorship." Young women who are sponsored by their older peers have access to advocates for their career progression, recommendations on contacts, encouragement to overcome insecurity and gain confidence, and persuasion to consider new opportunities that are vital stepping stones in advancement. For women, sponsorship is critical because women tend to self-eliminate from opportunities.

Research shows that young women often choose not to pursue positions due to perceptions about the limits of their own abilities.

The second problem relates to how women mentor each other. Although it is less discussed, young women often have mixed reactions to female managers and leaders, often due in part to generational divides. Research indicates that many of the path-breaking women in male-dominated working environments felt a need to be "tough" and not give other women "special treatment." Also, WIIS has documented that there is a distinct perception among accom-

“Advancement success requires mentorship that goes well beyond general advice”

plished women that younger women are not ambitious when they step out or "lean back" at certain points in their careers. Younger women often say that the highly-successful women are not giving them honest reflections about their experiences and regrets that would help them navigate difficult career and life decisions. The good news is that women are more engaging in dialogue about mentoring and even broaching the difficult subjects pertaining to career advancement and sacrifices along the way. Although these fields are always highly-competitive, the momentum around women supporting women is gaining ground.

Moreover, institutions are often ill-equipped

“Institutions are not gathering the data that is needed to fully understand patterns in advancement and loss of talent”

to tackle gender imbalances at the highest levels. Whether public or private, national or multilateral, the tendency is for organizations to pay insufficient attention to women's retention and advancement at every level. Institutions are not gathering the data that is needed to fully understand patterns in advancement and loss of talent. But quantitative AND qualitative data is desperately needed in this area. Institutions often lack formal mentoring and leadership development programs. Although WIIS research has highlighted that informal mentoring relationships are most beneficial for women, it is still important to establish formal channels for access to mentoring advice.

Ultimately, effective leadership is the key to reversing the persistent gaps in women's participation in the peace and security field. Gender-sensitive mentoring and leadership approaches by both women and men will be powerful drivers of change for the younger generations to come. With a deeper understanding of mentoring needs and implementation of better approaches, more women will be able to advance, support the pipeline of talent behind them, and ultimately, improve the workplace for everyone.

Event on...

LAUNCHING OSCE PROJECT TO PROMOTE MENTOR NETWORKS FOR WOMEN'S EMPOWERMENT



An OSCE project to establish mentor networks to help women help each other to participate in political, economic and social life and achieve equality started with a training course in Belgrade on 26 and 27 February 2013.

Fifteen NGO representatives and OSCE Gender Focal Points took part in the training, which will enable them to establish mentoring networks in five pilot locations with OSCE field operations, namely the Office to Baku, Mission to Bosnia and Herzegovina, Mission in Kosovo, Centre in Bishkek and the Mission to Skopje, Serbia, which has a continuing mentoring project, as well as OSCE offices in Armenia and Uzbekistan, will also be involved in the project.

“Mentoring relationships are a powerful tool for helping to overcome obstacles to women’s empowerment and full inclusion in politics, business and society,” said Gender Advisor, Kristen Cordell. “Mentor networks will provide not only professional networking opportunities

“Mentoring relationships are a powerful tool for helping to overcome obstacles to women’s empowerment and full inclusion in politics, business and society”

but counselling, guidance, instruction and sponsorship, which can help women overcome isolation and pool their efforts more effectively.”

The two-day course was hosted by OSCE Gender Section with the Mission to Serbia alongside the partner organization Danish Centre for Research and Information on Gender, Equality and Diversity (KVINFO).



Participants of a training programme on establishing mentor networks, organized by the OSCE’s Gender Section in Belgrade

At the training course, representatives from the local NGO European Movement recounted their experiences with establishing networks, while KVINFO, which has helped to match some 6,000 women from 135 nationalities in mentor networks, presented a methodology for establishing networks in the OSCE region.

Spotlight on...

... Good Practices in the OSCE Region

Interview with Marina Grnja

Ladies Diaries of Change – Youth and Gender Rights in the Balkans

By Sarah Hurtes

Marina Grnja is one of Serbia's youngest talented journalist and an ardent women's rights advocate. Driven by a strong personality and desire to bring positive change to her country, Marina Grnja is now in charge of the much mediated project "Ladies Diary of Change" which aims to enhance youth and gender civic participation in the Balkans, coordinated by CSO Novi Sad School of Journalism. For the last 8 years she has been working in the field of youth participation and taking active role in decision making processes including in women's rights, democratization and reconciliation processes. Ms Grnja is also the editor of Novi Sad School of Journalism's web-site and the coordinator of volunteers who are engaged as journalists for the organization. Ms Grnja is a certified trainer of the National Democratic Institute and has worked in the field of building capacities of civil society organizations and media trainings. She hopes to continue convincing young people to bring positive change to their local communities and strive for gender rights to be obtained.



In 2011, you set up the action project 'Ladies Diary of Change' to enhance youth and gender civic participation in the Balkans. How did the idea for the project rise and what are its main goals?

The project was created at a time when we were working closely with the European Commission and organizations from the Western Balkans. We were discussing the fact that young people in the Balkans are heavily influenced by the wars and nationalistic politics and yet they are kept aside from any of the peace building processes. We saw there was a huge opportunity to reach out to the younger generations and influence them to take part in the reconciliation process in the region. Kosovo and Serbia are still facing a political crisis and we wanted young people to understand what is currently happening, especially because many of these youngsters are more open minded than most of our almost exclusively male politicians.

This is why the main focus of our project is on young women empowerment. With the help of organizations from Kosovo and Montenegro, we wanted to raise awareness on the issue of women representation in politics and women's rights - especially when Serbian, Montenegrin and Kosovo societies are still very traditional.

The aim was to create a project which would give young women the opportunity to learn to use the skills needed for turning their ideas into concrete initiatives and preparing them for decision-making roles in the dialogue and reconciliation processes in the region. On a long term basis, we hope this project will incorporate young women from smaller communities into the social and political scene of the region, as well as support the ongoing initiatives for strengthening the role of women in civil sector, media and politics.



How did you choose the participants and what were the different phases of the project?

Our idea was to distribute an application to schools and small communities in Serbia, Kosovo and Montenegro for high school girls to write an essay on how to bring positive change to their local community. We then asked their high school teachers to select the best essays and send it to us so we could make the final choice of who would participate in our project. We chose 18

girls of 16 to 17 years old and six teachers to participate; all from Kosovo, Serbia and Montenegro.

Activities of our project were divided into three phases. The first important one was an educational phase. It started in Novi Sad, where the 18 girls participated in workshops, panel discussions, lectures and trainings on the issue of gender rights and women activism. Then these girls together with the six teachers visited political and social institutions in Podgorica and had the opportunity to participate in various meetings and workshops. They also went to Pristina, where they drafted their own project proposals on gender issues and youth rights, after having identified issues of direct interest and proposed solutions to problems. Finally the participants visited Greece, where they were taught about the Greek legal context and the European model of good practice. They had the chance to learn about how the European Union deals with issues of women's rights.



The second phase was the making of the publication "Ladies Diary of Change" which was custom-designed and which will later serve as a unique handbook for their peers. We made sure our participants recorded their experiences and opinions about activities of the project. We are now working on the last phase which is the making of a documentary about the project which will be distributed to partners and media.

You have introduced the project as preparing young women for decision-making roles in the dialogue and reconciliation processes in the region. What have been the 18 girls' overall thoughts on issues of post-conflict heritage in the Balkan?

As you can imagine, these girls at first were not particularly interested in the topic of post-conflict heritage in the Balkans or in women's rights issues. Over the course of our project, they have learned a great deal and became very interested in human rights. I think many of them will actually try to be active within their own communities once our project is finished.

This action was already partly put into action during the learning phase in Pristina where they had to create their own advocacy campaign in small teams. Their campaigns had to target the local community and particularly young women. They used media strategies to make it realistic by using Facebook, Twitter and other media tools. Some of their projects were extremely good and the girls expressed interest in implementing their ideas back in their communities.

Do you think there are still gender barriers in schools and local communities that prevent young women to become interested in such topics and participate in political life?

From my experience in working on projects like these, girls and women who live in the cities and bigger communities often do not realize all the gender barriers that exist to a greater extent in the rural areas. It comes to them as a real shock when they meet women from smaller communities to see that they face severe gender injustices within their own country. I think this project helped our 18 girls understand that they need to be more active in their own communities and deal with issues of women's rights and representation. This raising of awareness was the biggest benefit for them – in a way they have the chance to be educated and to take part in society in any way at every level. When it comes to education - in Serbia at least, I believe it is not raising enough awareness on matters of women's rights. This is why we also had six teachers as participants. One of our goals was to have these teachers organize lessons on women empowerment within their own schools. Therefore the project also had an indirect target group. It is not only the 18 girls who will benefit from the project but hopefully entire schools. We hope that these teachers will pass on their knowledge to their classes, and these girls will share their knowledge with their peers on the various issues they

have learned and come across.

Did you face any challenges during the implementation of your project?

Interestingly, our first challenge was dealing with the girl's parents. We found it quite difficult to convince them to let their daughter travel for educational purpose on women empowerment and post conflict reconstruction. Particularly when participants from Serbia had to travel to Kosovo – we could see many tensions rising there. Luckily it all ended well and all 18 girls could travel to our organized activities.

There was also the challenge of language barrier. Despite the working language of the project being English, the fact that the girls from Kosovo did not speak Serbian came as a real shock for the Serbian girls who expected them to speak their language. It was funny to see the different reactions at first but then they all made very good friends.

The most challenging though was to change the girls' very traditional views on the many topics we were dealing with – particularly on women's rights and representation. Most of the 18 girls were resistant to accept that women in their respective countries still face inequalities. After a few seminars though, they all rapidly reconsidered their thoughts and changed their opinions. I think that is why working with young people is always a great experience because they are willing to constantly reevaluate their own judgment and test their many creative ideas. It is crucial to work with them when they are still young because they have this open mindedness towards the world and they are eager to learn and change their own environment for the better. I think many of the 18 girls will continue to be active in the Serbian, Montenegrin and Kosovo society and I look forward to launching similar projects because it was a very inspiring and successful experience.



From the Field...

The OSCE field operations provide the framework for OSCE projects and activities on the ground. It is through their work that the goals of the OSCE take shape. To promote the exchange of ideas and sharing of best practices, each issue of the Gender Monitor features projects from a number of field operations that highlight the various methods of successfully incorporating a gender perspective into their work.

OSCE Office in Tajikistan

Tajikistan Parliament Passes Domestic Violence Law

The Law of the Republic of Tajikistan on the Prevention of Violence in the Family was passed on 19 December 2012 by Majlisi Namoyandogon, the Lower Chamber of Parliament. The law focuses on preservation of the family and rendering social assistance to those who suffer family violence. Amendments consistent with the new law were also introduced into the Law on Police and the Code of Administrative Offences.

The development of a law on domestic violence in Tajikistan has been in process since 2003. A Parliamentary working group produced a draft version in 2007, but it was not considered by the legislature. In the interim, a nationwide coalition of civil society organizations embarked on sustained advocacy and, in 2010, received public support from the Ministry of Internal Affairs, when the then-Minister invited coalition members to his joint press conference with the OSCE Head of Office on response to domestic violence. The Ministry of Internal Affairs took the lead in developing practical measures to address the problem. Later in 2010, the Ministry of Internal Affairs, in cooperation with the OSCE Office in Tajikistan, established five special police units to respond to family violence, and the Minister himself spoke on national television about the need to address

domestic violence. The 2007 draft was revised in whole by a consultative group, formed in 2011 and chaired by a senior Member of Parliament. That version, drawing on widespread input, including from ODIHR and the OSCE Office in Tajikistan,

ally criminalizing acts of violence against women. While the new law does not criminalize domestic violence, it does lay the groundwork for implementation of some of the Committee's recommendations, such as providing victims with immediate



Mastura Mirzaidova, Head of the NGO Mehrubon in Kabodiyon in southern Tajikistan, is speaking to women from the local area, on issues of domestic violence. NGO Mehrubon joined the OSCE supported network of Women's Resource Centres in 2004. Photo: Gemadiy Ratushenko

and visiting civil society-run crisis centers and special domestic violence response units that had been established by the Ministry of Internal Affairs with OSCE Office support, forms the basis of the law that was passed in December 2012. When Tajikistan appeared before the United Nations Committee against Torture in November 2012, the Committee expressed concern to the high-level government delegation about the lack of legislation specific-

protection and redress, including separation from perpetrators, provision of crisis shelters and access to rehabilitation.

The Law has also been approved by the Majlisi Milli, the Upper Chamber of Parliament, on 28 February, 2013. Before the new law can come into full force, it must be approved also by the President of Tajikistan, which is envisaged to happen during spring 2013.

OSCE Mission to Moldova

Empowering Women to Prevent Trafficking, Domestic Violence and Discrimination

The OSCE Mission to Moldova organises a Summer School of Leadership for Young Rural Women of Both Banks of the Dniester/Nistru which has been running from 2008 until now. The one-week summer school empowers young women every year (over 200 so far) through lectures, workshops and other joint activities aimed to develop leadership skills. These include self-confidence and



Students and teachers of the 2012 Summer School of Leadership in Vadul Lui Voda

self-esteem, how to access educational and job opportunities, management skills, and the basics of starting a business. The Summer School also aims to raise awareness among young women of gender inequalities, gender discrimination, domestic violence, human trafficking and child sexual exploitation on the Internet and to strengthen relations between young women from both sides of the Dniester/Nistru River.

The Mission also invited women leaders in the field of politics, business, diplomacy and civil society

OSCE Mission to Moldova



The Head of the OSCE Mission to Moldova, Ambassador Jennifer Brush, speaking to young women from both banks of Dniester/Nistru river, at the inauguration of the 2012 Summer School of Leadership in Vadul Lui Voda

to speak out as special guests. They included Head of the OSCE Mission Ambassador Jennifer Brush, Valentina Buliga, Minister of Labour, Social Protection and Family, and Ingrid Tersman, Ambassador of Sweden to Moldova Silvia Radu, President of Red Union Fenosa (the provider of electricity and gas in Moldova), and Marie Moser, wife of the US Ambassador to Moldova.

Following the summer schools, participants reported success stories, including finding a job, enrolling in universities, organizing lectures in their communities, volunteering for information campaigns against gender violence and others.

OSCE Mission to Bosnia and Herzegovina

The OSCE Mission to Bosnia and Herzegovina develops an Action Plan for the Promotion of Gender Equality

The OSCE Mission to Bosnia and Herzegovina has developed its 2013-2015 Action Plan for the Promotion of Gender Equality. The document provides a comprehensive framework for the implementation of the 2004 OSCE Gender Action Plan together with other OSCE commitments and international standards in the field of gender equality. The Action Plan identifies the Mission's priorities and seeks to achieve the following objectives: to assist BiH authorities in meeting their obligations in promoting gender equality; to promote gender equality and gender mainstreaming through the Mission's policies and management practices, and to strengthen gender-mainstreaming in the design and



implementation of the Mission's programmes. The latter will include the development and application of a gender-sensitive methodology for conflict analysis.

The OSCE Mission to BiH staff and from other organisations are developing the content of the Action Plan for the Promotion of Gender Equality

OSCE Mission to Skopje

Advising the National Council for Gender Equality on Young Women Empowerment

The Gender Focal Point of the OSCE Mission to Skopje played an advisory role to the National Council for Gender Equality as they discussed the priorities and the problems that young girls and women face in the Host Country. The aims of reaching equal treatment and equal access by overcoming gender stereotypes, cross-cultural issues, and traditions in patriarchal societies were raised.

Further to the discussions on

improving the gender equality for the young women in the Country (especially in the rural areas) the National Council for Gender Equality in February this year organized a one day training for the representatives of the NGO sector in the Host Country on the following subject: "The role of the civil sector in the gender concept of the policies, programmes and gender budgeting on local level".

The goal of the training was to raise the awareness of the customary and cultural traditional practices concerning the young women on local level, to translate global approaches

into local terms and seeking to give local NGOs voice in global setting of young women inclusion in all aspects of their empowerment. The training was aiming as well at strengthening the capacities of the NGOs in promoting the gender concept.

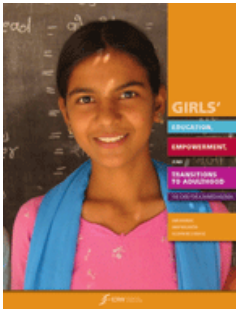
A special accent was put on the priorities and the problems that young girls and women face daily taking into consideration the regional diversity. The need of strong local policies, programmes and gender budgeting was highlighted once more as the top priorities for women's empowerment.

Recommendations ...

Resources

ICRW 2012 Publication

Girl's Education, Empowerment and Transitions to Adulthood



This report makes a case for why leveraging education to facilitate girls' transitions to healthy, safe and productive adulthood is the single most important development investment that can be made. It provide guidance on how everyone can build on past progress, forge more productive alliances and redouble efforts to ensure that all girls in the developing world have the opportunity to obtain a quality, relevant education.

In order to do this, development practice must shift to accommodate and facilitate cross-sectoral collaboration for

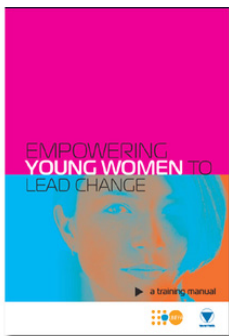
girls' healthy transitions to adulthood. With a shared vision, and coordinated strategies to achieve that vision, sectors ranging from education to health to economic development can contribute to a whole that is greater than the sum of their parts.

Synopsis from / report available on:

<http://www.icrw.org/publications/girls-education-empowerment-and-transitions-adulthood>

World YWCA 2006 Manual

Empowering Young Women to Lead Change



This is a training tool for young women to catalyse positive change in their lives and communities. It is designed by and for young women, as part of the World YWCA's commitment to developing effective young women leaders and is available in English, French and Spanish.

A resource group of women leaders and activists under age 30 from nine countries was established to guide the production of this publication. Through consultation, seven key issues were identified as having a crucial impact on young women.

The manual has been tested in Belarus, Jamaica, El Salvador,

Lebanon, Zambia and the Philippines to ensure it is a practical and youth friendly resource in diverse cultural settings. The workshop guides included in each module are designed to enable young women to successfully lead fun and engaging workshops without need for "expert facilitators". The curriculum is flexible and allows for adjustments, such as special speakers or resource people, to suit the needs of the participants. The modules may be used alone or in any combination that best meets participants' interests, requirements, available time and resources.

Synopsis from / manual available on:

<http://www.worldywca.org/Resources/YWCA-Publications/Empowering-Young-Women-to-Lead-Change>

Girl Up Blog

Uniting Girls to Change the World



Girl Up is an innovative campaign of the United Nations Foundation. They give young women and girls the opportunity to become global leaders and channel their energy and compassion to raise awareness and funds for United Nations programs that help some of the world's hardest-to-reach adolescent girls.

have the opportunity to become educated, healthy, safe, counted and positioned to be the next generation of leaders. Girl Up have a blog which features wide ranged articles on stories of girl empowerment from all over the world.

Synopsis from / blog available on:

<http://www.girlup.org/blog/>

They envision a world where all girls, no matter where they live,

Recommendations

European Commission 2012 Factsheet Youth Initiative Projects: Encouraging Young Participation



Young people are naturally inventive, creative, and enterprising. Youth Initiatives builds on this sense of adventure, and encourage young people to become involved in all aspects of their daily lives, at local level, and also in the wider world. The aim is to provide them with a platform for developing their own suggestions, proposing their own improvements and finding their own solutions. This gives them the opportunity

to develop their experience in responsibility, autonomy and involvement, in the context of a common interest. In a world of constant change, Youth Initiatives helps young people to try out their own ideas, to devise their own projects and to carry them out in their own way and so to develop entrepreneurial skills. This fact-sheet presents some examples of the thousands of projects completed so far.

Synopsis from / factsheet available on:

<http://ec.europa.eu/youth/documents/publications/youth-initiatives-nc3011276enc.pdf>

UNESCO 2012 Report: From Access to Equality Empowering Girls and Women through Literacy and Secondary Education



Within the framework of UNESCO's Global Partnership for Girl's and Women's Education: "Better Life, Better Future", this newly published Report makes the case for education as a means for empowerment for girls and women.

Through an illustration of case studies and examples from around the world, the Report puts in perspective the multiple benefits of investing in girls' and women's education whether through formal or non-

formal education. With a focus on secondary education and literacy, it highlights enabling factors that contribute to closing the gender gap.

Synopsis from / report available on:

<http://unesdoc.unesco.org/images/0021/002184/218450e.pdf>

UNFPA 2013 Report The Role of Data in Addressing Violence against Women and Girls



As the global spotlight has turned more sharply over the last decade on the persistence of violence against women and girls, the need for more and better data to inform evidence-based programming in order to address this human rights violation has escalated. As this brochure describes, advocates and defenders of women's and girls' safety and rights, as well as international agencies, national

policymakers and donors, need to understand the nature and magnitude of the violence. They seek information and guidance on how statistically sound data can be collected on a subject that, though present and often pervasive in most societies and cultures, is sensitive and often hidden.

Over the years, the UNFPA country and regional offices in both developing and humanitarian contexts have identified the dearth of reliable data on this issue as a common challenge. In many contexts, the challenge is compounded by weak sectoral infrastructure, a lack of strong support and sectoral coordination in relevant government ministries, and significant cultural or religious barriers to admitting, confronting or even discussing the issue. Yet, data on violence against women and girls is essential to help quantify and qualify problems, inform policies and design programmes based on evidence.

Synopsis from / report available on:

<https://www.unfpa.org/public/cache/offonce/home/publications/pid/13207;jsessionid=0F79F7735B09E370D2D11AE998BA7FD9.jahia01>

Upcoming Events

16 March 2013

Vienna, Austria. *OSCE Power Breakfast on Women, Peace and Security in Afghanistan.* The Gender Section will host a Power Breakfast to add a gender perspective to the discussions at the OSCE Afghanistan Security Day Event (12 March 2013) with guest speaker Ayscha Hamdani, an independent consultant on international affairs.

18 March - 26 March 2013

Steyning, England. *Conference on Women in Peace building.* In support of the United Nations Secretary General's seven point action plan on Women's Participation in Peace Building and Security Council Resolutions on Women, Peace and Security, the conference aims to provide an expert forum to: Identify constraints and opportunities, consider lessons learned and build on best practice and discuss ways forward for effective implementation.

22 April - 26 April 2013

Turin, Italy. *Training on Gender and Organizational change.* Leaders and managers at all levels in the public sector, UN organizations, the private sector, the non-profit sector, gender and human rights specialists will meet to get trained in the area of Programme on International Labour Standards, Rights at Work and Gender Equality.

23 May - 29 May 2013

Sando, Sweden. *A course on Facilitation of Dialogue Processes and Mediation Efforts.* The main focus of this course will be on skills-building in dialogue facilitation and mediation process with a purpose to contribute to the development of skills for transforming peaceful means. This includes elements of conflict analysis, process design, and value-based thinking.

17 June - 28 June 2013

Manitoba, Canada. *A course on Conflict Preventions.* The Canadian School of Peace building offers a selection of 5-day courses every June that brings together peace builders from around the world – local and international, young and old, students, practitioners, and those new to peace building. One course being offered this year is "Train the Trainer: Working for Conflict Transformation."

STATISTICS



65%



35%

Women currently occupy 35 percent¹ of higher management positions, as compared to 32 percent in December 2012.



81%



19%

Within the 57 Permanent Missions to the OSCE, currently 19 percent² of Heads of Delegation are women, as compared to 23 percent in December 2012.



74%



26%

Women Deputy Heads of Delegation currently occupy 26 percent², as compared to 22 percent in December 2012.

¹ S3+, P5+, Heads and Deputy Heads in field operations, Institutions and the Secretariat.

² Data as of 1 April 2013.

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