



50+ stories of change at the anniversary of the Helsinki Final Act in 2025

Synthesis Report of OSCE Outcome Harvesting Initiative

This synthesis report presents the findings of the OSCE Outcome Harvesting initiative, launched in 2024 to mark the 50th anniversary of the Helsinki Final Act in 2025. It draws on 54 outcome stories submitted by OSCE field operations, institutions and the secretariat. These stories describe behavioural, relational and institutional changes to which the OSCE plausibly contributed with its practical work in the OSCE region over the last 20 years—ranging from reforms in policing and media pluralism to cross-regional legal co-operation and public accountability.

The report identifies patterns across the outcomes and highlights thematic clusters that offer insights into how OSCE-supported initiatives contributed to change within the OSCE region. It supports internal learning and strategic reflection by demonstrating the nature and breadth of the OSCE's contributions across its three dimensions of security. Four case studies explore significant change pathways more in-depth, while the annex provides summary snapshots of all outcome stories harvested from OSCE staff.

Contents and figures

> ACKNOWLEDGEMENTS	3
> INTRODUCTION	4
> KEY FINDINGS AND OBSERVATIONS.....	6
> OUTCOME SUBMISSIONS PROFILE.....	10
> REFLECTIONS ON THE NATURE OF OUTCOMES ACROSS TIME.....	18
> DIMENSIONAL FINDINGS.....	20
Appendix A: Approach and methodology	34
Appendix B: Table of outcome titles by dimension and thematic area.....	38
Annex A: Outcome story snapshots	41
Annex B: Case study: the mentoring programme for women in police in North Macedonia	41
Annex C: Case study: police education reforms in Serbia	41
Annex D: Case study: OSCE live simulation-based training exercises on combating trafficking in human beings.....	41
Annex E: Case study: the OSCE Academy in Bishkek	41
Figure 1. Illustration of the OSCE's Spheres of Control, Influence and Concern	5
Figure 2. Dimensional focus of story portfolio	11
Figure 3. Outcomes by primary thematic area.....	12
Figure 4. Stories by geographical scope and the degree, magnitude of change.....	12
Figure 5. Breakdown of Social Actors influenced by dimension	15
Figure 7. % of outcome stories with police component	20
Figure 8. Quantity of different change types across policing-related outcomes.....	21
Figure 9. Quantity of different contribution types across policing outcomes	22
Figure 10. % of outcome stories with environment component	24
Figure 11. Quantity of different change types across environment-related outcomes....	25
Figure 12. Quantity of different contribution types, environment-related outcomes.....	26
Figure 13. % of outcome stories with human rights component	26
Figure 14. Quantity of different change types across human rights stories.....	27
Figure 15. Quantity of different contribution types across human rights stories.....	28
Figure 16. % of outcome stories with gender component	30
Figure 17. Quantity of different change types across gender-related outcomes.....	31
Figure 18. Quantity of different contribution types across gender-related outcomes.....	32

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The research and analysis were conducted by OIO, led by Leslie Thomas, Senior Evaluator, with contributions from Maria Delgado, an independent evaluation consultant. Nynke de Witte, Head of Evaluation/Deputy Director OIO started the initiative and provided oversight and guidance throughout the research process. OIO Evaluation Officer Jeremy Creton contributed significantly to the refinement of outcome descriptions and the structured coding analysis.

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> INTRODUCTION

This synthesis report presents findings from an Outcome Harvesting (OH) research initiative led by OIO to commemorate the 50th anniversary of the Helsinki Final Act in 2025. Supported by extrabudgetary funding from Finland, OIO invited OSCE staff to participate in a structured learning exercise to reflect on and document the Organization's contributions to change over the past 20 years.

Between September and December 2024, OIO collected over 54 outcome stories from across the OSCE. Each story describes a tangible change in policy, practice, relationships or behaviours by social actors to which the OSCE's work plausibly contributed. While not fully representative of the Organization's work, the stories offer current staff perspectives on significant changes influenced by OSCE efforts—offering insights into the Organization's role in promoting democratic governance, institutional reform, co-operation and conflict prevention.

The initiative's aim was to deepen understanding of the OSCE's practical impact, engage staff in evaluative thinking, and foster organizational learning by sharing synthesized results and observations to inform future planning.

To support analysis, OIO used a structured framework (see [Appendix A](#)) to classify the outcome stories by type of change, social actor involved, contribution type and other variables. This supported the organization of data and identification of recurring patterns across outcomes. The report presents key findings from this process, supported by illustrative examples.

Four outcome stories were selected for substantiation, and reports on these case studies are provided in the Annex, with insights integrated into the synthesis.

OIO used OH, a qualitative, participatory method suited to complex, multi-actor environments where change is often incremental and non-linear. Unlike traditional evaluation methods that assess performance against pre-defined objectives, OH starts with identifying what has changed and works backward to explore how a programme may have plausibly contributed to those changes.

This method is particularly well suited to the OSCE's operating environment, where support is often delivered through long-term engagement, policy guidance, institutional capacity development, and efforts to shift social norms. OH provided a structured yet

In **outcome harvesting**, an outcome is a **verifiable change observed in the behaviour, relationships, actions, policies or practices of an individual, group, community, organization or institution.**

For OSCE programmes, outcomes can take various forms. These could include policy reforms, increased engagement from civil society, enhanced government accountability, or improvements in organizational structures.

Outcomes are tangible evidence of progress, showcasing the real-world impact of the Organization's efforts.

flexible approach to document the OSCE's contributions to change without requiring direct attribution.

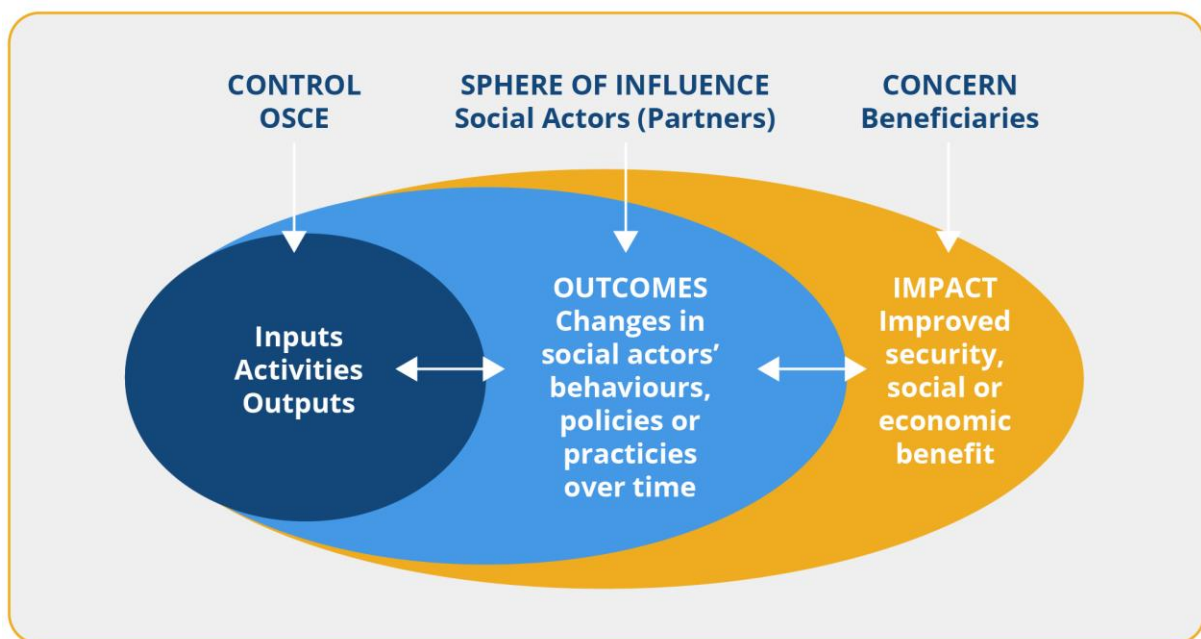
A guiding principle of OH is the idea of distinguishing between:

- what an organization directly controls—its 'sphere of control',
- what it can plausibly influence—its 'sphere of influence', and
- broader societal goals it cares about but cannot control—its 'sphere of concern'.

For the OSCE, the 'sphere of influence' includes observable changes in the actions, relationships or practices of social actors—the individuals, groups and organizations the OSCE engages with. The figure below illustrates this framework.¹

For more details about the research approach and its limitations, as well as details about the coding framework, see [Appendix A](#).

Figure 1. Illustration of the OSCE's Spheres of Control, Influence and Concern



¹ Adapted from outcome mapping and harvesting practices, Source including illustrations from Simon Hearn, Introduction to Outcome Mapping.

> KEY FINDINGS AND OBSERVATIONS

This synthesis draws on 54 outcome stories reflecting tangible changes influenced by the OSCE's efforts across its three security dimensions—politico-military, economic and environmental, and human—as well as cross-dimensional work. While not comprehensive, the stories reflect tangible results and provide insight into how OSCE support has contributed to change across diverse thematic areas and contexts.

Thematic diversity and evolving focus on security challenges: The outcomes reflect change across a wide spectrum of OSCE thematic areas, with the greatest number of submissions related to policing, gender equality, human rights, and education. Over time, the outcomes reflect a broadening of thematic focus and responsiveness to emerging security challenges, with recent outcomes (2015–2024) addressing issues such as climate and cyber/ICT security, anti-trafficking and inclusive economic participation.

Change was often systemic, involving multiple types of change: The most frequently observed changes were in practices (91 per cent), followed by capacities (54 per cent) and norms (52 per cent) reflecting OSCE's contributions to standard setting, institutional reforms and capacity development. Notably, 59 per cent of outcomes document observed changes across at least three of five domains—norms, practices, capacities, structures or networks²—highlighting the OSCE's comprehensive and whole-of-system approach to fostering change.

Co-operative approaches to security: Outcomes demonstrate the OSCE's ability to facilitate multi-actor co-operation to security and its ability to influence tangible outcomes at different levels and across a wide spectrum of security-related issues. While change was often led by government institutions (48 per cent), police and security institutions (35 per cent), or legislative and judicial bodies (20 per cent), almost half of the outcomes feature changes across multiple social actors and increasing levels of collaboration with civil society actors (20 per cent) or communities (15 per cent).

Common OSCE contributions: Ninety per cent of the outcomes include a combination of OSCE contributions—advocacy, standard-setting, capacity-building and technical assistance. Capacity-building featured most frequently, often in tandem with technical inputs and standard-setting activities. Relatively few stories included monitoring and

² Each outcome was deductively coded against five categories: **Norms:** Changes to formal laws, regulations, policies or strategic frameworks that guide institutional or national priorities. These may include national legislation, local policies, regional agreements or official adoption of international standards. These reflect shifts in what is officially accepted or required behaviour. **Practices:** Changes in standard operating procedures (SOPs), institutional protocols or routines at the level of service delivery, institutional operations or technical implementation. These can be informal practice changes (e.g., adopting victim-centred approaches) or formalized procedures (e.g., referral pathways, codes of conduct) that standardize new ways of working. **Networks:** The creation or strengthening of relationships, platforms or coalitions that enable collaboration, learning or joint action. Includes cross-sector and cross-border co-operation. **Structures:** Changes to institutional arrangements, teams or systems that increase the capacity of social actors to perform a function or deliver a service. This includes new bodies, units, staffing, infrastructure or digital systems. **Capacities:** Enhancements in the skills, knowledge or competencies of individuals, groups or institutions that enhance their ability to perform effectively or adopt new approaches.

reporting as a defined area of contribution. While some outcomes highlighted the OSCE's support in helping social actors develop monitoring capacities, the OSCE's own monitoring of commitment implementation appeared less frequently. This might present an opportunity to further strengthen accountability for change at different levels and link the OSCE's practical work to its function as a forum for dialogue.

Geographic distribution and scope of implementation: The outcomes spanned all OSCE subregions, with a strong concentration in South-Eastern Europe and Central Asia, alongside OSCE-wide initiatives and others from Eastern Europe. In terms of the scope of implementation,³ 74 per cent described change at the national or multi-country levels—often supported by a sustained OSCE field presence. Another 22 per cent involved regional or OSCE-wide level change, while the remainder focused on local or community-level reforms.

Magnitude/degree of change⁴: More than half of the outcomes (54 per cent) reflected systems-level reforms—such as legislative change, institutional restructuring or embedded policy shifts. Scaled or medium-sized outcomes—expanding practices or replicating models across geographies—were also common (30 per cent). Smaller-scale outcomes, while fewer, often marked early-stage innovations, with future growth potential or changes limited in geography or participant numbers (16 per cent).

Civil society's role and public involvement increased: Over time, civil society actors moved from recipients of support to active agents of change—monitoring public assemblies, shaping legislation and holding institutions accountable. This shift was demonstrated in outcomes where civil society organizations (CSOs) engaged in structured public participation, community mobilization and policy dialogue, often influencing legal and institutional reforms. Civil society actors—including women, youth, Roma communities, and survivor leaders—contributed to areas such as countering violent extremism, domestic violence and anti-trafficking policy.

Outcomes also included the establishment of mechanisms for public participation, including citizen forums, survivor advisory bodies and public consultation platforms. These developments enhanced the inclusion of communities and underrepresented voices in decision-making processes and strengthened accountability across local and national levels.

Long-term engagement influenced changes and lasting results: A third of the outcomes reflected a change that involved at least five years of sustained OSCE engagement. The extended contributions demonstrate the time often required for

³ Outcomes were coded according to how far the initiative reached in terms of governance or geography, e.g., local, national, multi-country/jurisdiction, regional or OSCE-wide.

⁴ Outcomes were coded by the degree or magnitude of the observed change: **Small Scale Change:** Small-scale or early-stage initiatives designed to explore or test feasibility. Limited in scope, geography or number of participants. **Scaled, Medium Scale Change:** Expansion of an initiative's reach or scope within a similar context, or a change adapted and replicated in a different context or geography. If this scale leads to permanent system-level integration, it was coded as systemic. **Broad, Systems Change:** Institutionalized, structural changes embedded in governance, policy or societal frameworks.

change processes and OSCE support to the embedding of reforms, iterative learning and durable partnerships across state and civil society actors. For example:

—In Tajikistan, OSCE support since 2004 helped institutionalize co-ordinated domestic violence response systems [Outcome Story (OS) 42].

—In Kyrgyzstan, continuous OSCE support since 2002 contributed to the establishment and growth of the OSCE Academy in Bishkek, which has become a regional centre of excellence for graduate education in political science, security studies, human rights and economic governance [OS 50].

—In Serbia, over a decade of engagement led to police training reform and a sustainable trainer development system [OS 05].

—In Uzbekistan, a 15-year trajectory culminated in the establishment of a comprehensive anti-trafficking framework grounded in state policy [OS 49].

—In Kosovo,⁵ independent media and electoral bodies evolved through more than a decade of sustained support. These examples show how continuity, local ownership and adaptive support underpin structural reform and lasting results [OS 25].

Case study observations

The OSCE's added value: presence, trust and technical expertise. The OSCE's distinct value lies in its long-standing field presence, which has enabled it to build trusted relationships and act as a neutral broker in sensitive, complex reform processes. This proximity strengthened the Organization's convening power across government institutions, civil society and communities, making it a 'critical friend' to actors navigating politically sensitive change. Coupled with its recognized technical expertise in policing, legal reform and human rights, the OSCE has been able to guide reforms with credibility and legitimacy.

Beyond its operational strengths, the OSCE's political mandate provides access to decision-making spaces that others may not reach. This enables structures to support incremental change behind the scenes, fostering sensitive reforms that require persistence rather than visibility. However, this political positioning requires careful calibration: as several interviewees noted, the Organization's credibility often depends not only on what it does, but how it does it, with the OSCE's influence most effective through sustained, low-profile engagement.

Sustainability: planning beyond the project cycle. The case studies highlight that while impactful work is being done, the durability of results can be fragile without continued support or ownership. Sustainability planning—including exit and transition strategies—is often introduced too late or overlooked. More systematic inclusion of sustainability planning, factoring in political dynamics, institutional resilience and local capacities from the outset of a programme could help to design more resilient interventions and smoother transitions out of direct support.

⁵ All references to Kosovo, whether to the territory, institutions or population, in this Report should be understood in compliance with UNSCR 1244.

Monitoring and evaluation: embedding learning and accountability from the start.

While the OSCE's support led to both immediate and long-term results, from new policies to stronger networks and individual capacities, many initiatives lacked embedded monitoring and evaluation (M&E) frameworks. As a consequence of this gap, a potentially large proportion of programmatic impact is never formally identified, representing a missed opportunity for learning, for improving ongoing work, and for demonstrating the overall value delivered through the OSCE's efforts. Introducing adaptive M&E approaches—such as pathway-to-change models for long-term reforms, or structured feedback loops in short-cycle interventions—could enhance the Organization's capacity to learn, adapt and demonstrate its value.



> OUTCOME SUBMISSIONS PROFILE

Outcomes were submitted by all OSCE field operations, institutions and the Secretariat. Overall, 54 stories were selected and refined. Spanning two decades, the stories reflect the Organization's work across diverse geographic regions and thematic areas. While the collection is not statistically representative nor exhaustive of the OSCE's influence to change, it offers insight into the kinds of changes staff have observed, and the ways in which the Organization's contributions have influenced changes across contexts.

Selected submissions by OSCE Executive Structure	54 outcome stories
Secretariat: Conflict Prevention Centre (4), Transnational Threats Department (4), OCEEA (3), Gender Issues Programme (1), Office of the Special Representative and Co-ordinator for Combatting Trafficking in Human Beings (1)	13
Institutions: Office for Democratic Institutions and Human Rights (7), High Commissioner on National Minorities (2), Representative on Freedom of the Media (2)	11
Field operations: Mission in Kosovo (6), Mission to Serbia (4), Programme Office in Dushanbe (3), Project Co-ordinator in Uzbekistan (3), Mission to Montenegro (3), Mission to Skopje (2), Programme Office in Astana (2), Presence in Albania (2), Programme Office in Bishkek (2), Mission to Bosnia and Herzegovina (1), Centre in Ashgabat (1), Mission to Moldova (1)	30

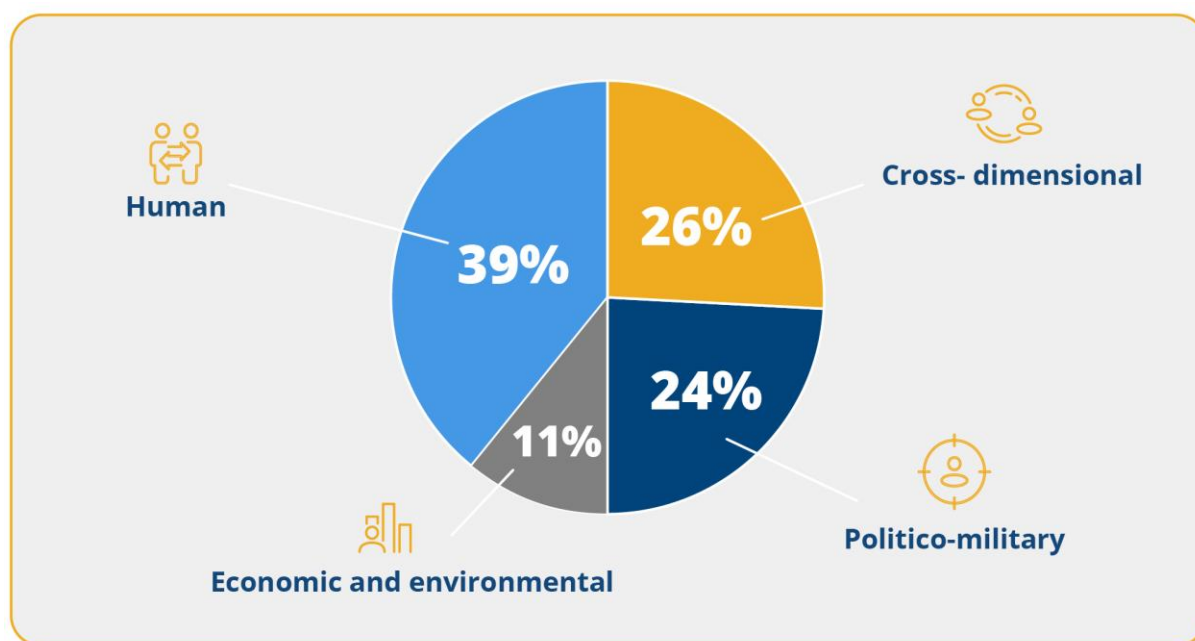
Distribution across OSCE dimensions and thematic areas of work

The portfolio of outcome stories reflects the OSCE's mandate in different dimensions and demonstrates the Organization's comprehensive approach to security.

Thirteen outcomes relate to the **politico-military dimension**, reflecting the OSCE's long-standing work in security sector governance, conflict prevention and arms control. These include modernization of police training, removal of hazardous materials, strengthened incorporation of gender considerations in law enforcement, community-based policing structures and support for international security standards. They also cover cross-border initiatives to prevent conflict, protect cultural heritage and address cyber threats.

Six outcomes fall under the **economic and environmental dimension**, underscoring the OSCE's growing engagement with environmental governance, transparency and economic inclusion. These include cross-border fire risk management, institutional reforms to strengthen public participation in environmental decision-making and improved access to clean energy in remote communities. Other examples feature open data frameworks to improve governance transparency and initiatives to strengthen women's economic participation through entrepreneurship and digital innovation.

Figure 2. Dimensional focus of story portfolio



Twenty-one outcomes fall under the **human dimension**, describing changes influenced by sustained efforts to promote tolerance, non-discrimination and national minorities. These include initiatives to strengthen electoral systems, reform prisons, protect journalists and secure legal identity for marginalized groups.

Fourteen outcomes are **cross-dimensional**, addressing transboundary and complex issues requiring co-operation across sectors. These stories include efforts to counter human trafficking, prevent violent extremism, promote multilingual education and advance gender equality—highlighting multi-sectoral resilience and the OSCE's role as a convening platform.

The outcome stories also span a broad range of **thematic areas**, with particularly strong representation in human rights, gender equality and policing—domains where the OSCE has maintained long-standing and often interlinked engagement. Other frequently occurring themes include combating trafficking in human beings and media freedom and development. The table below provides a full thematic breakdown. Summary descriptions of each outcome story are provided in Annex A.

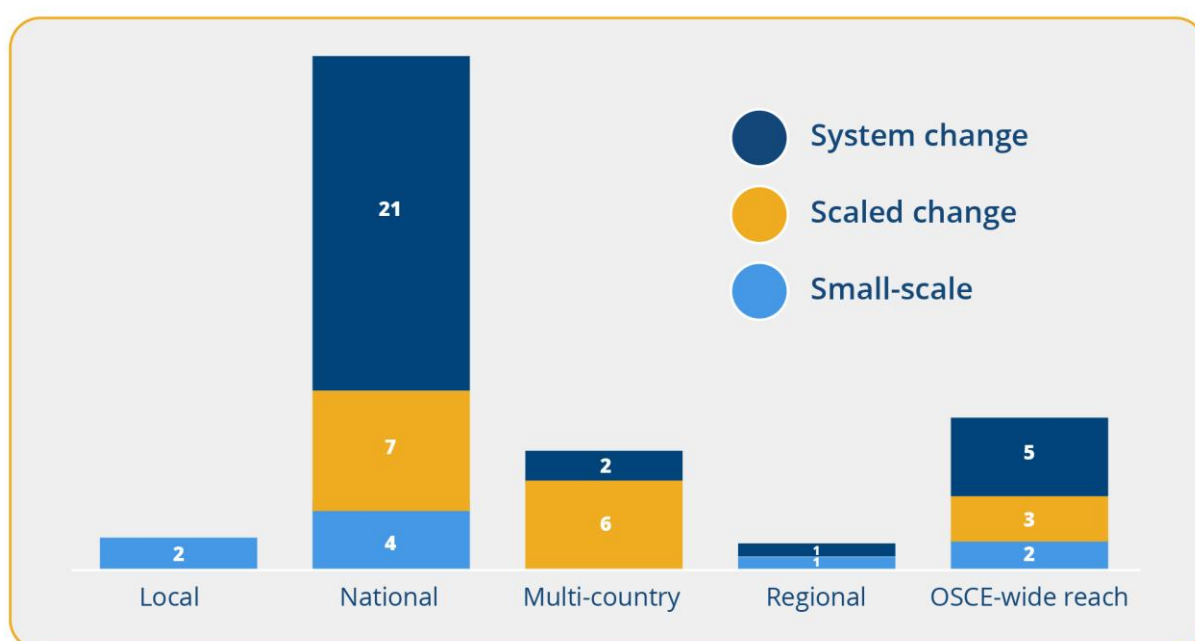
Figure 3. Outcomes by primary thematic area



Geographic focus and magnitude of change

OIO coded each outcome story by both its **geographic scope**—whether the change took place at a local, national, multi-country/jurisdiction, regional or OSCE-wide level—and its **degree of change**—whether it reflected a small-scale initiative, a medium or expanded intervention, or a broad systems-level reform.

Figure 4. Stories by geographical scope and the degree, magnitude of change



Geographically, the majority of the 54 outcomes reflect **national level** changes (32), often supported by sustained field operation contributions. However, **multi-country/jurisdiction** and **OSCE-wide** outcomes were also significant and illustrate tangible changes in regional co-operation facilitated by the OSCE's convening power and technical assistance.

In terms of their magnitude, more than half of the outcomes (54 per cent) represented broad, systems-level change, such as institutional reforms or legal and policy shifts. Medium or scaled changes—initiatives with a greater reach influencing practice across groups or borders—accounted for 29 per cent. The remaining 9 per cent were small-scale or early-stage initiatives, involving exploratory activities with potential for broader replication.

The table below summarizes the distribution of outcomes by scale and geographic scope, and is followed by examples of stories by scale of change.

Degree of change	Implementation scope	Total
Broad, systems change	National (21), OSCE-wide (5), Multi-country (2) Regional (1)	29 (54%)
Medium, scaled change	National (7), Multi-country (6), OSCE-wide (3)	16 (29%)
Small-scale change	National (4), OSCE-wide (2), Local (2), Regional (1)	9 (17%)

Broad, systems change

- Tajikistan's Ministry of Defence established national humanitarian demining capacity, moving from reliance on international operators to national leadership, and now provides regional training through the Regional Explosive Hazards Training Centre [OS8].
- Uzbekistan institutionalized a comprehensive National Referral Mechanism for victims of human trafficking, enshrining it in national law and state policy [OS49].
- The Central Election Commission and Complaints Panel in Kosovo transitioned from OSCE-led to fully independent electoral institutions, capable of managing and overseeing elections [OS39].
- Kyrgyzstan introduced a government-operated platform through which citizens and businesses can access public services digitally and in real-time thereby minimizes corruption risks and fostering trust in government [OS 18].

Scaled, medium-scale change

- CSOs from South-Eastern Europe and Central Asia scaled their efforts to counter violent extremism through the OSCE LIVE⁶ training, initiating community prevention efforts [OS 9].
- Across 68 countries, over 1,000 frontline actors enhanced their anti-trafficking capacities through OSCE simulation-based training, improving cross-sector co-ordination [OS 46].
- A network of CSOs from 17 countries strengthened independent monitoring of peaceful assembly, contributing to increased police accountability [OS 20].
- Kyrgyzstan and Kazakhstan advanced national frameworks for multilingual education for minority youth [OS 37].

Small-scale change

- In Trebinje, Bosnia and Herzegovina, the city authority adopted its first Community Cohesion Action Plan, inspiring neighbouring municipalities to develop similar strategies [OS 33].
- Roma youth in North Macedonia and Serbia mobilized around local education access and policy implementation, establishing forums to enhance participation [OS 35].
- A gender mentoring programme in North Macedonia strengthened women's leadership within the police, training four cohorts of mentors and mentees [OS 4].
- In Bujanovac, Serbia, a bilingual public university department was launched, promoting interethnic co-operation in a historically divided area [OS 51].

Social actors influenced

Each outcome story captured a tangible shift in the practice, behaviour or relationships of key OSCE partners. Many described changes made by multiple actors, from government ministries and oversight bodies to civil society groups and individual community members, across multilateral, national and local contexts. This diversity underscores the OSCE's engagement at all levels of governance and society.

The most frequently identified actors included:

Government institutions (48 per cent), such as electoral commissions, ministries and regulatory agencies (excluding the security sector);

Security actors (35 per cent), including law enforcement bodies and police training institutions;

Legislative and judicial bodies (20 per cent), such as parliaments, courts, and human rights commissions.

Media actors also featured as influential social actors in 7 per cent of outcomes,⁷ reflecting efforts to promote press freedom, ethical journalism and safety of journalists.

⁶ The OSCE's 'Leaders against Intolerance and Violent Extremism' (LIVE) training courses

⁷ Coded within public oversight and independent bodies.

Other key groups included **CSOs (20 per cent)**, **education sector stakeholders (15 per cent)**, and **individuals and communities (15 per cent)**, highlighting the OSCE's emphasis on inclusive and participatory change processes.

Figure 5 reflects the diversity of actors involved across the outcomes by dimension.

Figure 5. Breakdown of Social Actors influenced by dimension

	 Politico-military (13 stories)	 Economic & environmental (7 stories)	 Human (21 stories)	 Cross dimensional (14 stories)
Other government institutions	2	4	12	8
Legislative & judicial bodies	1	0	7	3
Security actors	10	1	6	3
Public oversight & independent bodies	1	0	8	0
Civil society	3	0	5	3
Education sector actors	1	0	3	4
Political parties	0	0	2	0
Individuals & communities	2	2	1	3
Private sector & professional bodies	1	1	1	1

Most outcomes submitted reflected layered, multi-faceted change

The 54 outcome stories reflect the OSCE's influence in facilitating multi-faceted change. Based on the coding framework, five types of change were analysed: shifts in norms (laws, policies), practices (institutional procedures), capacities (skills, assets), structures (organizational arrangements) and networks (collaboration and partnerships).

Most outcomes involved layered change:

- 91 per cent (49 stories) reflected a change in institutional practices.
- 54 per cent (29 stories) involved improvements in capacities, including skills and knowledge.
- 52 per cent (28 stories) described reforms to norms, such as legislation or policy.

- Changes in structures (44 per cent) and networks (43 per cent) were also common, pointing to the OSCE's role in enabling co-operation and institutional reforms.
- About two-thirds of the stories (59 per cent) involved change across three or more domains, while four outcomes (seven per cent) involved all five types of change, demonstrating the OSCE's holistic approach—combining policy and structural reforms with practice change, skills development and networking.

Summary Table: Types of Change Across Outcome Stories

Type of Change	Definition	Illustrative Examples	Number of Stories
Practices	New institutional procedures or behaviour	Standard operating procedures (SOPs) in policing; digitalization of parliamentary procedures in Serbia, civil registration of stateless Roma	49
Capacities	Enhanced skills, knowledge, operational assets	Judicial training; mentoring in North Macedonia; simulation-based training to combat human trafficking	29

Civil society actors played pivotal roles in 11 outcome stories, reflecting the OSCE's commitment to **pluralism, inclusion and accountability**. In many cases, these organizations shifted from peripheral roles to active partners in shaping policy, monitoring rights and delivering community-level solutions. Examples include:

Expanded monitoring and advocacy: Civil society organizations conducted independent monitoring of rights, such as the right to freedom of assembly and press freedom, with findings shaping government responses.

Policy influence: In Kazakhstan and Bosnia and Herzegovina, CSOs shaped internet governance frameworks and national strategies on violent extremism.

Cross-sector co-operation: OSCE-supported networks enabled more systematic collaboration between CSOs, government institutions, and education or security sectors.

Empowering marginalized voices: Roma youth leaders and women's rights advocates used OSCE training and mentoring to influence local governance and challenge discrimination.

Type of Change	Definition	Illustrative Examples	Number of Stories
Norms	Changes in laws, policies or formal standards	Media law in Kosovo; gender-sensitive policing standards; anti-trafficking legislation in Uzbekistan	28
Structures	Organizational arrangements or systems established or reformed	Establishment of OSCE Academy in Bishkek; creating of independent electoral bodies; police oversight mechanisms	24
Networks	Formal/informal collaboration, mentoring, partnerships	Cyber/ ICT-security points of contact network; multi-stakeholder group for journalist safety in Serbia; women's leadership networks	23



> REFLECTIONS ON THE NATURE OF OUTCOMES ACROSS TIME

Comparing outcomes across the periods 1995–2004, 2005–2014 and 2015–2024 reveals a broadening in the thematic nature of efforts, the geographic scope of implementation, and the complexity of OSCE partner needs.

Period and # of Stories	Nature of changes	Scope of implementation	Thematic areas
1995–2004 7 stories	Foundational institution-building	Mostly national, one regional	Education, policing, oversight and accountability, minority inclusion
2005–2014 11 stories	Systems strengthening, enhanced governance and democratic standards	Mostly national, with one multi-country	Public safety and policing, human rights, elections, domestic violence response, media
2015–2024 36 stories	Embedding reforms, inclusion, innovation	National, multi-country and OSCE-wide	Gender equality, environmental security, anti-trafficking, cyber, Roma rights

1995–2004: This period focused on the establishment of core public institutions in post-conflict and transitioning countries/jurisdictions. Changes primarily addressed governance and accountability gaps, and basic service delivery. Key developments included the formation of human rights and oversight bodies (e.g., the Kosovo Ombudsperson Institution), expansion of access to multilingual and higher education (e.g., the OSCE Academy in Bishkek, reforms in North Macedonia), and early steps in professionalizing policing (e.g., accreditation of the Kosovo Academy for Public Safety). These efforts were tailored to the local context, externally supported, and aimed at establishing democratic standards.

2005–2014: Outcomes during this period shifted toward broader policy and administrative reforms. This included judicial and penal reform (e.g., Serbia’s prison system), digitalization of parliamentary processes, and deeper institutionalization of gender and minority inclusion (e.g., Women’s Resource Centres in Tajikistan, multilingual education at the South East European University in North Macedonia). Electoral systems and police accountability also advanced (e.g., Kosovo’s transition to full oversight of elections and police inspection). Thematically, programming diversified while continuing to reinforce institutional standards and governance at the national level.

2015–2024: This period reflects a further broadening of themes and cross-border initiatives, as well as diversification of OSCE partners (social actors) and a stronger engagement of civil society. The 36 outcomes demonstrate deepened efforts in gender

mainstreaming (e.g., mentoring for women officers in North Macedonia, gender-sensitive planning in Montenegro), environmental resilience (e.g., joint fire risk management across Albania, Kosovo and North Macedonia), and digital governance (e.g., Uzbekistan's open data reforms for anti-corruption). Survivor-led advocacy (e.g., the influence of ODIHR's International Survivors of Trafficking Advisory Council (ISTAC) on anti-trafficking frameworks) and mechanisms to protect journalists and Roma communities indicate stronger engagement of non-state actors.

Geographically, implementation broadened significantly to include OSCE-wide, multi-country/jurisdiction and regional co-operation initiatives targeting, for example, cross-border and transnational challenges, such as heritage crime, cyber/ICT security and climate-related risks—reflecting the Organization's growing role in regional security co-operation.

Thematic focus and the scope of implementation expanded over time

The thematic focus of OSCE-supported outcomes has expanded over time in step with the growing institutional maturity of partners. In the first period, efforts centred on building foundational governance structures and legal frameworks—laying the groundwork for public administration, oversight and accountability.

The second period built on these foundations, advancing democratic reforms in areas such as electoral integrity, judicial accountability and public participation. Programming during this time helped embed rights-based practices into national systems.

In the most recent period, the OSCE has applied these foundations to address more complex and cross-cutting issues—including cyber/ICT security, environmental governance, and the prevention of violent extremism. These newer efforts place stronger emphasis on policy implementation, data transparency and inclusive processes—ensuring that reforms are not only adopted but also align with democratic principles, such as gender equality, anti-corruption and civic inclusion.

Time frames for change

Across the wide range of outcomes, the time frame for change has varied. While some interventions resulted in immediate, rapid changes, the majority involved multi-year engagement, combining technical assistance, dialogue facilitation and capacity-building.

This reflects the nature of behavioural and institutional transformation—often slow-moving, non-linear and dependent on trust, resourcing and evolving political will. The OSCE's ability to accompany these processes over time is a defining feature of its contribution to change.

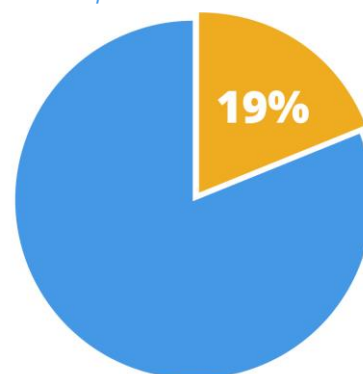
> DIMENSIONAL FINDINGS

The following section presents findings on common themes in each OSCE dimension.

Politico-military dimension: advancing democratic policing through training, inclusion and oversight

Policing reform emerged as a prominent theme across ten outcome stories,⁸ reflecting the OSCE's sustained investment in professionalizing police services and embedding democratic values within public safety systems. These stories demonstrate how long-term engagement, context-specific technical assistance and co-operative approaches have enabled tangible change—ranging from survivor-centred policing in Tajikistan to modern police training structures in Serbia and Kosovo.

Figure 6. % of outcome stories with police component



Key findings

The outcomes reflect a broad spectrum of change—from public participation mechanisms and inclusive recruitment practices to structural reforms in oversight and police education. Across the stories, reforms are characterized by:

- Systemic approaches to reform, with 90 per cent of the stories reflecting change across at least three domains—norms, capacities, structures, practices or networks.
- Institutionalization of inclusive practices, including mentoring of women officers and multilingual outreach to minority/non-majority communities.
- Long-term OSCE engagement, in some cases spanning over a decade, supporting iterative policy improvements and sustainable capacity-building.

Examples include:

Tajikistan: Gender-Sensitive Police Units introduced domestic violence case management systems and civil society partnerships [OS 42].

Serbia: Police training was standardized through curriculum reform, inclusive recruitment and the creation of a national trainer system [OS 05].

Kosovo: Local Public Safety Committees institutionalized community-police collaboration, particularly in mixed communities [OS 01].

North Macedonia: A mentoring initiative strengthened women's leadership in policing and transitioned to national ownership in 2024 [OS 04].

⁸ Five outcome stories, Stories 1 through 5, primarily focused on police, while in four others policing was a secondary theme. Stories 11, 13, 36 and 45.

Figure 7. Quantity of different change types across policing-related outcomes



Types of Change Observed

Changes spanned all five domains, reflecting a whole-of-system approach to reforms. Norms and practices evolved through the integration of human rights, ethics and gender-sensitive approaches into police curricula and protocols.

Institutional structures and capacities were built through new oversight bodies (e.g., the Kosovo Police Inspectorate) and professional training institutions (e.g., police academies in Serbia and Kosovo).

Networks and co-operation mechanisms—such as Tajikistan’s working group on gender mainstreaming and community safety initiatives in Kosovo—established platforms for collaboration among civil society, police and state bodies.

OSCE Contribution Types

Most outcomes involved multi-faceted support and a combination of OSCE contributions: Capacity-building and technical assistance were frequent, supporting training programmes, institutional audits, and skill development.

Standard-setting and advocacy were prominent in initiatives requiring normative alignment (e.g., integration of human rights standards) and the institutionalization of process changes (e.g., North Macedonia’s gender mentoring).

Facilitation of co-operation emerged as a critical enabler—supporting stakeholder dialogue, cross-agency co-ordination and civil society engagement.

This multifaceted support allowed the OSCE to both lead and accompany reform, adapting over time to local capacities, needs and opportunities.

Figure 8. Quantity of different contribution types across policing outcomes



Co-operative Approaches and Social Actor Engagement

Nearly all outcomes involved multi-actor co-operation, featuring partnerships with ministries, police directorates, oversight bodies, CSOs, education institutions and communities. Over time, civil society and community roles evolved from partners in training delivery and outreach to co-creators of policy platforms and accountability structures. The outcome stories also reflect efforts to boost inclusion of underrepresented groups, from gender-sensitive mentoring in North Macedonia to multilingual outreach in Serbia. These co-operative approaches reflect the OSCE's unique position as a trusted intermediary in advancing inclusive, rights-based governance in the security sector.



Case Insight: Police Education Reform in Serbia

Serbia's police education system was fundamentally reformed through the establishment of the Basic Police Training Centre in Sremska Kamenica, replacing a militarized, secondary-school model with a unified, rights-based training system. The reform introduced adult learning principles and a competency-based curriculum, embedding democratic policing, ethics and community engagement at its core.

The OSCE played a central role as a trusted technical partner—leveraging its field presence and credibility to convene stakeholders, co-ordinate donor support, and embed reforms in national institutions.

Key changes included: Creation of the Police Education Directorate to professionalize governance of police training. Launch of a standardized national curriculum based on human rights and democratic policing principles. Establishment of a national trainer development system, ensuring sustainable in-country capacity. Improved inclusion of women and minority candidates through targeted recruitment and outreach.

OSCE contributions included: Technical support in curriculum development, training-of-trainers, and resource design. Training of over 500 national instructors, curriculum developers, and evaluators. Co-ordination of donor investment for infrastructure and learning resources. Facilitation of international exchanges, including study visits and peer-learning events. Support for inclusive recruitment, with translated materials and targeted engagement of underrepresented groups.

By 2024, more than **9,000 cadets** had graduated under the reformed system. This story underscores the value of long-term presence, local trust and expert guidance in enabling sustainable institutional change.

Economic and environmental dimension: resilience through inclusive governance and local innovation

Three outcome stories illustrate how the OSCE has supported participating States in addressing climate-related security risks, promoting sustainable environmental governance and empowering local actors—particularly women—to drive resilience and innovation. These outcomes reflect the Organization’s unique ability to pair legislative and policy reform with hands-on technical assistance, community empowerment, and cross-border co-operation.

Key findings

The outcomes highlight tangible shifts in both institutional and community-level resilience, achieved through:

- Integrated approaches to change, with each outcome involving shifts in at least three domains, such as practices, capacities, structures or norms.
- Participatory and inclusive governance, including efforts to embed public consultation and transparency in environmental decision-making.
- Locally led innovation in rural contexts, where community actors—particularly women—took ownership of sustainable energy solutions.
- Regional collaboration, fostering regional responses to shared environmental risks and strengthening trust and coordination across jurisdictions.

Outcome stories include:

Shar/Šara Mountains: Authorities from Albania, Kosovo, and North Macedonia co-developed strategies and shared equipment to improve fire risk preparedness [OS 14].

Figure 9. % of outcome stories with environment component

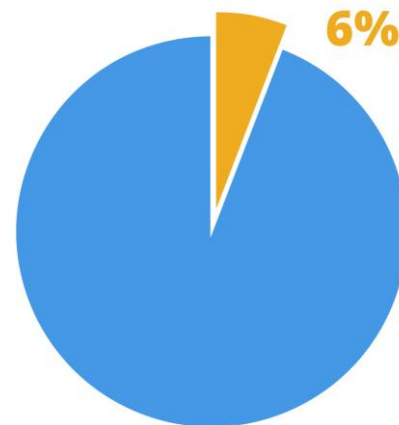


Figure 10. Quantity of different change types across environment-related outcomes



Kazakhstan: Public participation in environmental decision-making was institutionalized through a revised Environmental Code and an accessible digital portal [OS 15].

Tajikistan: Women-led households in remote areas adopted solar technologies, strengthening both environmental and social resilience [OS 16].

Types of Change Observed

The outcomes reflect a blend of change types, especially in practices and governance frameworks, alongside practical improvements in local capacities and community engagement. Notably, a new co-operation framework was established to guide and respond to shared cross-border environmental risks.

OSCE Contribution Types

All three stories involved a combination of OSCE contributions:

Capacity-building and technical assistance featured prominently, with support ranging from training on fire preparedness to the provision of renewable energy devices and ICT systems.

Standard-setting and advocacy were essential in legislative reforms and public policy initiatives in Kazakhstan.

Facilitation of co-operation enabled joint action between stakeholders across countries/jurisdictions, sectors and levels of governance.

This blend of technical, normative and facilitative support proved key to enabling change that is both scalable and locally grounded.

Figure 11. Quantity of different contribution types across environment-related outcomes



Co-operative Approaches and Social Actor Engagement

All outcomes reflected multi-actor engagement. Social actors ranged from government ministries and park authorities to women's groups and rural households. This notably included:

Shar/Šara Mountains: Park managers, emergency responders and OSCE-supported networks engaged in cross-border co-operation.

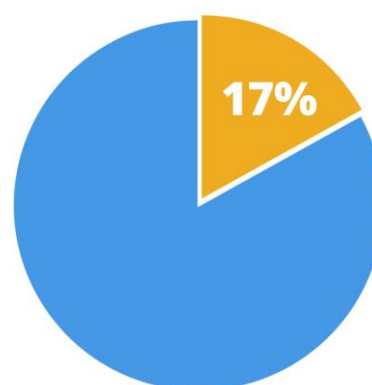
Kazakhstan: Reform processes engaged ministries and local executive bodies through an inclusive drafting process.

Tajikistan: Women assumed leadership roles within their communities, owning the adoption of clean energy solutions.

Human dimension: advancing human rights through institutional reform and civic oversight

Human rights featured prominently in nine outcome stories, demonstrating OSCE support to national and local actors in embedding rights-based approaches into institutions, laws and public oversight mechanisms. Across the outcomes, the OSCE combined technical expertise, civil society engagement and long-term field presence in supporting change across diverse contexts.

Figure 12. % of outcome stories with human rights component



Key Findings

Across the outcomes, reforms were marked by:

- Institutional reform and accountability, with outcomes reflecting legislative change, independent oversight bodies and improved state responsiveness to rights violations.

- Civic engagement and oversight, as civil society actors expanded their role in monitoring, advocacy and public accountability.
- Cross-national collaboration, particularly in complex areas such as displacement and trafficking, where collaboration across borders enabled systems reform.
- Decentralization and inclusivity, including efforts to increase rights awareness and access to justice to vulnerable groups and communities.

Examples include:

OSCE-wide: CSOs expanded independent monitoring of peaceful assembly, reinforcing protections and accountability across at least 17 States [OS 20].

South Eastern Europe: Government institutions provided durable housing solutions for displaced persons through coordinated, rights-based approaches [OS 21].

Kazakhstan: The national Ombudsperson expanded to 17 regional branches, decentralizing its reach and improving local access to human rights protections [OS 22].

Kosovo: The Ombudsperson strengthened institutional accountability through public engagement, rights-based recommendations and advocacy for disability rights [OS 30].

Tajikistan: Women Resource Centres improved domestic violence survivor support through co-ordination with state actors and gender-sensitive police practices [OS 45].

Types of Change Observed

All nine stories reflect multi-domain change, particularly in practices and norms, as seen in the institutionalization of gender-sensitive policing, survivor-centred case management, and civic oversight. These were often supported by the development of structures and capacities with new or reformed institutions, such as prison oversight bodies, ombudsperson offices and CSO networks. Networks, including sustained co-operation across ministries, CSOs and international partners, played a crucial role in

Figure 13. Quantity of different change types across human rights stories



OSCE Contribution Types

The OSCE's engagement was diverse and consistent:

Standard-setting, technical assistance and capacity-building featured in nearly all outcomes, especially in legal reform, oversight and training initiatives.

Facilitation of co-operation and advocacy enabled cross-sector dialogue and policy uptake—particularly in such multi-stakeholder spaces as anti-trafficking co-ordination and public housing reforms.

By combining normative and operational support, the OSCE helped participating States move from commitment to implementation, often over extended time frames.

Figure 14. Quantity of different contribution types across human rights stories



Co-operative Approaches and Social Actor Engagement

The human rights outcomes illustrate a multi-actor, whole-of-society approach. OSCE partners included legislative bodies, national and local ministries, ombudsperson institutions, and judiciaries responsible for embedding legal reforms and institutional oversight. Civil society organizations assumed independent roles in monitoring, advocacy and community outreach. Marginalized communities, engaged through tailored outreach efforts, inclusive service delivery and expanded access to complaint mechanisms.

The OSCE's role as a trusted facilitator of dialogue and co-operation was critical to advancing institutional change. These stories reflect an evolving model of civic oversight, where community voices and legal accountability mechanisms are increasingly integrated into governance structures.



Case Insight: Simulation-based training to combat human trafficking

Launched in 2016, the OSCE's simulation-based training (SBT) model exemplifies how experiential learning can improve human rights protection through cross-sectoral collaboration. Designed by the Office of the Special Representative and Co-ordinator for Combating Trafficking in Human Beings, the programme delivered 19 intensive exercises for over 2,000 practitioners from 68 countries.

Bringing together law enforcement, judiciary, civil society, and victim services, the SBT model offered real-time training in trauma-informed, multi-agency co-ordination across migration routes. Participants practised victim identification, inter-agency communication and human rights-based prosecution approaches.

Key OSCE contributions included:

Scenario development: Simulations grounded in real trafficking cases and legal frameworks.

Replication tools: A training handbook supported national adaptation and institutionalization.

Sustainability: The growing pool of trained experts has embedded the model across several participating States.

This case shows how immersive, rights-based approaches can build capacity and co-ordination to address complex, cross-border human rights violations.

Cross-dimensional: advancing gender equality through institutional reform and community empowerment

Gender equality featured in ten outcome stories and spanned all three OSCE dimensions, reflecting the OSCE's broad-based efforts to institutionalize gender mainstreaming and promote women's participation in political, economic and public spheres.

Key findings

The outcomes reflect both top-down and bottom-up change processes:

- Systemic gender mainstreaming was achieved through integration of gender equality into national strategies, legislative reforms and budgeting processes.
- Empowerment of women was supported through leadership training, mentoring, entrepreneurship and targeted visibility efforts, particularly in underrepresented regions and sectors.
- Institutional and societal change was fostered by embedding gender-sensitive approaches in policing, public service delivery and civil society participation mechanisms.

Examples include:

North Macedonia: A mentoring programme for women in policing transitioned to government ownership, expanding women's leadership pathways [OS 04].

Turkmenistan: Strategic prioritization of women's participation resulted in gender parity in public forums supported by the OSCE [OS 41].

Tajikistan: Gender-Sensitive Police Units and Women Resource Centres improved police and social service responses to domestic violence [OS 42, 45].

Montenegro: National strategies across ministries embedded gender goals, with systemic support for policy implementation and budgeting [OS 44].

OSCE-wide: Parliaments and political parties institutionalised quotas, audits and action plans to strengthen women's political representation [OS 29].

Figure 15. % of outcome stories with gender component

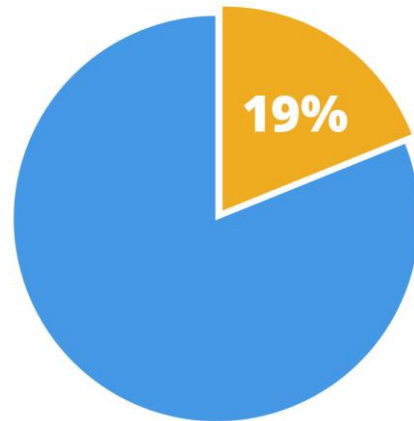


Figure 16. Quantity of different change types across gender-related outcomes



Types of Change Observed

Changes spanned over the five domains, showing a comprehensive reform agenda. Practices changes challenged gender stereotypes through police reform, communication campaigns and leadership training.

Simultaneously, capacities and structures were established within ministries, police services and parliaments to mainstream gender into policy and practices. Networks were established to foster peer-learning and grow women's influence in peacebuilding and governance. These interconnected changes demonstrate how gender equality was not only promoted through individual empowerment but also through durable, institutional mechanisms.

OSCE Contribution Types

Most outcomes involved multi-faceted OSCE support:

Capacity-building (9 stories) and technical assistance (6) helped train women leaders, support mentoring and develop institutional frameworks.

Advocacy (5) and facilitation of co-operation (4) enabled inclusive dialogue among ministries, CSOs, parliaments and community actors.

Standard-setting supported gender-sensitive reforms and accountability.

Figure 17. Quantity of different contribution types across gender-related outcomes



Case Insight: Gender Mentoring Programme in North Macedonia

Launched in 2017 and implemented through 2024, the Gender Mentoring Programme (GMP) in North Macedonia exemplifies how structured mentoring, institutional partnership and leadership engagement can catalyse organizational change.

Co-designed by the OSCE Mission to Skopje and the Ministry of Internal Affairs, the GMP supported four cohorts of mentors and mentees—178 officers in total, including 12 men—with tailored training, gender equality workshops and peer learning. The programme built participants' confidence, strengthened leadership skills and expanded professional support networks.

Over time, OSCE support helped embed the GMP into the Ministry's human resources system. By 2023, women's representation in police managerial roles rose from 12.5 to 17.8 per cent. The OSCE also trained internal facilitators and participated in HR reform working groups, ensuring institutional buy-in and programme sustainability.

This case illustrates how investing in individual empowerment, institutional capacity, and long-term ownership can open durable pathways for gender equality in public institutions.

Co-operative Approaches and Social Actor Engagement

Outcomes featured cross-sector partnerships, often bringing together government ministries, police directorates and parliaments. Civil society actors and professional associations promoting women's rights and representation were also prominent. Communities, particularly women in rural and underserved areas, participated as active agents of change.



> APPENDICES AND ANNEX LINKS

Appendix A: Approach and methodology

How the Research Was Conducted In 2024, OIO issued a call for outcome stories to all OSCE field operations, institutions and the Secretariat. Staff submitted over 50 stories, each describing an observed change in behaviour, policy, relationships or practices. The OIO team worked closely with contributors and members of the OSCE Evaluation Network—trained in OH methods—to review and refine the submissions. The collaborative process helped ensure consistency in how stories were described and that they reflected observed and verifiable outcomes.

To support this process, the team also made use of *Harvest Helper*, an AI-based tool trained on publicly available information and Outcome Harvesting guidelines. The tool was used to refine story structure, check for missing information and support quality assurance across all outcome descriptions.

Each outcome story was structured to include:

- a concise description of the observed change—who changed, what changed and when the change occurred;
- an explanation of why the change was significant, including the problem it addressed, its broader relevance, and—where possible—its longer-term impact; and
- a description of the OSCE’s plausible contribution(s), describing the nature, timing and extent of its support.

Following this, each story was coded using inductive and deductive methods to support thematic analysis. The table below describes the synthesis categories:

Synthesis category	Description
Type of change observed	Each outcome was deductively coded against five categories. Norms: Changes to formal laws, regulations, policies or strategic frameworks that guide institutional or national priorities. These may include national legislation, local policies, regional agreements or official adoption of international standards. These reflect shifts in what is officially accepted or required behaviour. Practices: Changes in SOPs, institutional protocols or routines at the level of service delivery, institutional operations or technical implementation. These can be informal practice changes (e.g., adopting victim-centred approaches) or formalized procedures (e.g., referral pathways, codes of conduct) that standardize new ways of working. Networks: The creation or strengthening of relationships, platforms or coalitions that enable collaboration, learning or joint action. Includes cross-sector and cross-border co-operation. Structures: Changes to institutional arrangements, teams or systems that increase the capacity of social actors to perform a function or deliver a service. This includes new bodies, units, staffing, infrastructure or digital systems.

	Capacities: Enhancements in the skills, knowledge or competencies of individuals, groups or institutions that enhance their ability to perform effectively or adopt new approaches.
Social actor(s)	The social actor(s) the OSCE influenced were described and inductively coded. Successive reviews were used to refine the typology of actors, e.g., government, civil society, NGOs, legislative bodies, academia.
Geographic focus	Where the outcome occurred, e.g., South-Eastern Europe, Eastern Europe, Central Asia, multi-regional or OSCE-wide .
Scope of implementation	How widely the initiative reached in terms of governance or geography, e.g., local, national, multi-country, regional, multi-regional or OSCE-wide .
Magnitude (depth of change)	Outcomes were coded by the degree or depth of the observed change: Small Scale Change: Small-scale or early-stage initiatives designed to explore or test feasibility. Limited in scope, geography or number of participants. Scaled, Medium-Scale Change: Expansion of an initiative's reach or scope within a similar context, or a change adapted and replicated in a different context or geography. If this scale leads to permanent system-level integration, it was coded as systemic. Broad, Systems Change: Institutionalized, structural changes embedded in governance, policy or societal frameworks.
Contribution type(s)	Contribution type(s) were described and successively refined to six descriptive codes: Standard-setting: Contributions shaping frameworks, policies or technical guidance for long-term structural change, e.g., OSCE technical publications (depending on nature), gender mainstreaming policies, institutional frameworks-building (if the focus is on designing the framework, not implementation), oversight and accountability mechanisms, curriculum development (depending on intent), community/public participation mechanisms. Technical assistance: Contributions of expert support for operations, frameworks or norms, e.g., SOPs, research (e.g., population surveys), technical assessment/study, legislative assistance, equipment, resource mobilization, implementing institutional frameworks, OSCE technical publications. Capacity-building: Contributions that build individual, organizational or institutional skills and knowledge, e.g., training, mentoring, curriculum development (simulation-based training), institutional capacity-building, practice exchanges. Advocacy: Contributions influencing policies, public attitudes or political will, e.g., policy advocacy, public outreach and communication. Facilitating co-operation: Contributions that bring together actors to engage in dialogue, collaborate, co-create or align strategies, e.g., regional collaboration, intra-state stakeholder dialogue, state-civil society co-ordination, network development. Monitoring and reporting: contributions that collect data to track implementation, ensure accountability or generate learning, e.g., monitoring and reporting
Dimension	Outcomes were coded against the most relevant OSCE dimension, using definitions from What we do .

Thematic area	Outcomes were coded against the most relevant OSCE thematic area of work, using definitions from What we do .
Conflict cycle	Outcomes were coded against the most relevant stage in the OSCE 'conflict cycle'

Case studies

Four outcome stories were selected for substantiation and deeper analysis. The selection was purposeful to provide diversity in thematic focus, geographic region and scale of change—spanning national, regional and OSCE-wide levels—and to ensure that each provided a clear, well-documented example of how OSCE contributions influenced tangible change. Case studies included:

- The establishment of the OSCE Academy in Bishkek
- Reforms to the Basic Police Training Centre in Sremska Kamenica, Serbia
- The mentoring programme for women in police in North Macedonia
- The OSCE simulation-based training programme to combat human trafficking

Limitations of the approach

While OH provides valuable qualitative insights, this research is based primarily on the perspectives of current OSCE staff. It reflects their direct experience and understanding of the influence of the Organization's practical work in the OSCE region over the last 20 years, based on outcomes they chose to document. As stories were identified and submitted by staff, there is an implicit selection bias and although all current OSCE structures contributed, closed structures are not represented and the resulting stories do not represent a systematic or thorough mapping of OSCE programming influence over the last 20 years. While OIO initially intended to harvest outcomes from other stakeholders as well, and substantiate 15 stories, the design was scaled down based on available resources.

The OSCE as a non-career organization—with limited-term positions for professional staff and high staff turnover—also affects institutional memory about what changes can be observed and reported by current OSCE staff. While some staff rotate roles, more often staff serve limited periods with institutional knowledge uneven. Additionally, outcome stories typically reflect intended changes that can be observed rather than unanticipated, negative or politically sensitive developments.

Importantly, the OH process was designed to be inclusive, ensuring that all current OSCE structures were represented in the final repository. All institutions, field operations and programmatic Secretariat departments were asked to submit three significant outcomes observed through an online survey. While some provided more than three stories, others provided fewer. Not all stories collected were included, and larger structures that provided more stories are underrepresented in the synthesis portfolio. Some stories that did not include sufficient information on key OH elements were omitted and similar stories from different structures were merged where relevant. Additionally, the outcome stories vary in scale and context—what is considered a modest, small-scale change in one setting may reflect a significant change in another, and some are umbrella stories that

include various observed changes in one or multiple countries/jurisdictions in one single story.

While each submission was internally reviewed and refined for clarity and consistency, only the four case studies included further validation through external stakeholder interviews. As such, the broader report summarizes themes and patterns reflected in the staff-generated submissions. Judgements about plausible contribution are limited to the case studies. The synthesis aims to support institutional learning, reflection and engagement—not to provide definitive claims of OSCE contribution and impact.



Appendix B: Table of outcome titles by dimension and thematic area

Story #	Story title
Politico-military dimension	
Policing	
1	Kosovo* Police established Local Public Safety Committees to support inclusive policing efforts
2	The Kosovo* Academy for Public Safety developed into an institution-led, internationally accredited training institute
3	Montenegro police introduced annual gender-responsive public relations campaigns to increase the number of women in police
4	North Macedonia police established a mentoring programme to support women officers
5	Serbian authorities modernized police training structures and methodologies with the establishment of the Basic Police Training Centre in Sremska Kamenica
Arms control	
6	OSCE participating States disposed of toxic rocket fuel, enhancing environmental and human security
7	Young women professionals expanded their roles in security sector and decision-making
8	Tajikistan's Ministry of Defence expanded national demining capacity
Countering terrorism	
9	Civil society and government actors in South-Eastern Europe and Central Asia expanded their role in preventing and countering violent extremism and radicalization that lead to terrorism
10	Uzbekistan's government established multi-stakeholder approach to counter violent extremism
Border management	
11	OSCE participating States expanded legal and operational responses to cultural property crimes
Conflict prevention and resolution	
12	Chisinau authorities and Tiraspol representatives established vehicle registration in Moldova, enabling cross-border mobility for Transdniestrian drivers
Reform and co-operation in the security sector	
13	Kosovo Ministry of Internal Affairs established a police inspectorate enhancing police accountability

* All references to Kosovo, whether to the territory, institutions or population, in this text should be understood in full compliance with United Nations Security Council Resolution 1244.

Economic and environmental dimension	
Environmental activities	
14	Authorities in Albania, Kosovo*, and North Macedonia collaborated to strengthen fire risk management in the Shar/Šara mountains
15	Kazakhstan's government revised its legislative code to institutionalize public participation in environmental decision-making
16	Women-led households in remote villages in Tajikistan adopted clean energy
Good governance	
17	Uzbekistan's government institutionalized open data for transparent governance
18	Kyrgyzstan's government introduced an e-platform providing e-services to citizens and businesses
Economic activities	
19	Women entrepreneurs in Central Asia scaled their businesses and built stronger networks
Human dimension	
Human rights	
20	Civil society organizations expanded independent monitoring of peaceful assembly across the OSCE region
21	Government institutions in the western Balkans implemented durable housing solutions for displaced persons
22	Kazakhstan's Ombudsperson expanded its presence through 17 regional offices, strengthening human rights access
23	Serbian authorities reformed the prison system to enhance human rights protections and judicial oversight
24	Albanian 'Authority on Information with Former State Security Files' increased access to historical files for transitional justice
Media freedom and development	
25	Media actors in Kosovo* established independent institutions and oversight mechanisms to uphold media ethics and pluralism
26	Montenegro media actors established a collaborative forum for self-regulation
27	Serbian authorities and media actors established a multi-stakeholder system to protect journalists and improve law enforcement responses
28	Governments and civil society in the OSCE region strengthened protection for journalists and media freedom
Democratization	
29	Parliaments and political parties adopted gender equality measures to boost women's representation in politics
30	The Ombudsperson Institution of Kosovo* enhanced institutional accountability for human rights violations
31	Serbia's national assembly transitioned to a digital parliamentary system

Tolerance and non-discrimination	
32	OSCE participating States strengthened policy, law enforcement, and education to address anti-Semitism
33	City authorities in Bosnia and Herzegovina established mechanisms for the promotion of social cohesion
34	OSCE participating States enhanced their capacity to identify, record and respond to hate crimes
Roma and Sinti	
35	Roma activists strengthened advocacy and fostered community-led solutions in North Macedonia and Serbia
36	Government of North Macedonia reduced Roma statelessness through legislative and civil registration reforms
National minority issues	
37	Central Asian governments adopted multilingual education policies to enhance minority inclusion and regional co-operation
38	Government of North Macedonia adopted higher education reform, establishing multilingual university for inclusive access
Elections	
39	Kosovo* institutions took ownership of elections management and oversight
Rule of law	
40	Participating States reformed legislation improving transparency and human rights compliance
Cross-dimensional	
Gender equality	
41	Women of Turkmenistan increased participation in public fora
42	Tajikistan's interior ministry enhanced domestic violence response with Gender-Sensitive Police Units and community referral networks
43	Women's Peace Leadership Programme graduates empowered in peacebuilding for leadership and influence
44	Montenegrin ministries incorporated gender considerations in national strategies
45	Women's Resource Centres established across Tajikistan to strengthen local co-operation on domestic violence response
Combating trafficking in human beings	
46	Participants of the OSCE's simulation-based training courses improved their ability to identify victims and effectively investigate and prosecute cases of human trafficking
47	OSCE participating States strengthened anti-trafficking efforts through strategic reforms
48	Survivor leaders recognized as experts shaping anti-trafficking policies across the OSCE region
49	Uzbekistan's government institutionalized a national referral mechanism to strengthen anti-trafficking efforts

Education	
50	Kyrgyzstan's government established the OSCE Academy in Bishkek, a regional hub for higher education in politics, security, economic and human rights studies in Central Asia
51	Serbian university established first multilingual economics department, expanding access for Albanian students
52	University of Tirana established the Research Centre for Justice and Transformation and a master's programme in transitional justice
Cyber/ICT Security	
53	OSCE participating States strengthened cyber co-operation
Youth	
54	Kyrgyzstan's government institutionalized crime prevention education and reinforced youth participation in policymaking

Annex A: Outcome story snapshots

Annex B: Case study: the mentoring programme for women in police in North Macedonia

Annex C: Case study: police education reforms in Serbia

Annex D: Case study: OSCE live simulation-based training exercises on combating trafficking in human beings

Annex E: Case study: the OSCE Academy in Bishkek