

Distinguished Reader,

I am delighted to contribute the preface to this annual report.

The OSCE Academy in Bishkek goes from strength to strength.

The Academy is truly a two-way valve between Central Asia and the wider OSCE neighbourhood and beyond. For the Academy reflects and responds to not only the changing regional needs but also shares wider global practice and experience. This two-way dialogue is key.

The Academy's educational pedigree is now well-established. Its graduates are much valued by future employers ; its research and networking valued; and its premises as a platform for diverse, applied training and debate significant and growing.

The Academy continues to seek to ensure it is well-rooted within the region, innovative, managed to the highest standards and financially sound. I believe this annual report mirrors those intentions.

A handwritten signature in black ink, appearing to read "Andrew Tesoriere".

Andrew Tesoriere

Chairman of the Board of Trustees

Ambassador and Head of the OSCE Centre in Bishkek

Introduction

Distinguished Reader,

Since its establishment in 2002, the OSCE Academy has been turning the values of the OSCE into action as a regional centre for post –graduate education, capacity building, research, and regional dialogue. Being a flagship initiative in Central Asia, the Academy continues to successfully capitalize on its unique mandate, cost –effective operation and firmly established reputation. It therefore attracts various stakeholders and has vast prospects for further development.

Herewith, the Academy is reporting on its activities implemented in 2009 and sharing plans for the forthcoming year 2010 (including budget projections) in its all three operational dimensions – the Master of Arts in Political Science Program, Professional Training/Seminars and Research.

The Master of Arts Program is now in its seventh year, with twenty five students from all Central Asian states and Afghanistan admitted for the 2009 –2010 academic year. The Alumni network grows in numbers and becomes more active as well. The graduates successfully find employment in various areas where their professional achievements are consonant with the values and principles the OSCE and the OSCE Academy promote. To enhance this impact we are initiating a Junior Professionals Program open to both next year's graduates and alumni willing to pursue careers in public service in Central Asia.

Our research and training programs mature. Based on the experience of training in Conflict Management, Human Rights and Journalism, we are launching two certificate programs, covering key needs of the region in professional capacity building – conflict and human rights –sensitive institutional development and training of journalists. We also continue the creation of an Oral History Archive, now working on the Oral History of Independent Kyrgyzstan.

The Academy's financial situation is stable. A great deal of attention is paid to conducting our business in a cost –conscious and efficient manner. In year 2010, the OSCE Academy projects a total budget of €644 108. Funding is sought both to sustain its current achievements and to launch new initiatives.

We would like to express our gratitude to the donor community and our partners for their engagement with the OSCE Academy and investment into positive development of the region. Their meaningful contribution and strong commitment makes the Academy's progress possible.

Sincerely,

Dr. Maxim Ryabkov and Violetta Yan

I. Master of Arts In Political Science (Central Asia)



The OSCE Academy's Master of Arts in Political Science (Central Asia) Program is a unique regional mechanism to promote democracy, development and regional co-operation in Central Asia. It creates a future well-educated and professionally prepared elite from all over the region.

Every year up to 30 students from Central Asia and a limited number of out-of-region students, benefit from this one-year graduate program. The Masters Program has proved to be a reputable academic initiative. Since its establishment in 2004, more than two thousand people have applied for the Program. On average 372 applications are scrutinized for 25–30 study places per year. Twenty three students from the 2008–2009 academic class are graduating in September 2009. Another twenty five students from Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan and Afghanistan are enrolled in the academic class 2009–2010.

The OSCE Academy's Masters Program:

- promotes the **OSCE and international community's values and principles.**

The Program contains specially designed courses and modules on the OSCE, comprehensive security, democratization, rule of law and conflict prevention; and works closely with the OSCE Conflict Prevention Centre and the OSCE Centers in Central Asia.

- upholds the **truly regional, gender –balanced and diverse** composition of students.

Alongside the general academic qualifications, the Admission Committee takes into account regional and gender balance. As a result, each year students from all five Central Asian states are admitted. In 2009, the Academy graduates six Kyrgyz, four Kazakh, three Uzbek, three Turkmen, four Tajik, one Armenian, one Polish and one Afghan. Of these, 40% are women. Three Kazakh, eight Kyrgyz, four Tajik, four Turkmen, two Uzbek and four Afghan nationals have been admitted for the 2009–2010 academic year.

The recruitment campaign 2009 has been marked by a great interest in the program in Afghanistan, with more than 60 applications received from that country alone.

- promotes **student-oriented teaching** which reflects the state of the art in political and social research.

The Academy thereby contributes to positive change in educational and scholarly practices in the region. Its carefully selected faculty introduces students to an increasingly complex world of social and political research, develops their critical skills and helps them acquire a truly global outlook. Our 2.6 student –to –faculty ratio reflects the Academy's role of a regional leader in higher learning.

- maintains strict **standards of integrity** from admission to grading and granting the degree.

Entry to the Masters Program is highly competitive: all eligible candidates should have completed academic degrees with high grades and have to pass a rigid admission procedure including a personal interview and overall review by an independent admission committee.

The OSCE Academy has a zero –tolerance policy towards plagiarism and other forms of academic dishonesty, encourages creativity and critical thinking and thus maintains its status of a scholarly forum where freedom of opinion and rigor of argument reign.

- offers a **unique integrated curriculum** to address current issues of a rapidly changing region with a strong focus on international affairs and regional integration.

Students broaden their education and gain knowledge and skills in the fields of politics, international relations, conflict prevention, and international development. In 2008 –2009 academic year the topic of climate change was added to the module on sustainable development. In 2009 –2010 academic year, the Academy introduces two new courses in European Studies. Apart from their coursework, students conduct independent research towards their Masters theses and go through internships in the region and abroad.

The best students get internships at the OSCE Secretariat, the Norwegian Institute of International Affairs, and the OSCE High Commissionaire for National Minorities in the Hague.

- follows a strict **policy of equal opportunities** by providing a grant for all students for their modest living costs in Bishkek.

A grant contract is signed with every student at the beginning of the academic year. The grant is divided and paid out in monthly instalments of €150 and an additional housing allowance for out –of –town students. Financial support of €15 per child is offered to students with children; single parents receive additional childcare financial support on special arrangement with the Academy's administration. The Academy covers travel expenses inside Central Asia to and from Bishkek. All students receive a medical insurance.

- provides the **facilities** and **resources** unavailable at almost any other higher education institution in the region.

The OSCE Academy's library has more than 4.000 books, almost all of which are recent scholarly publications reflecting the state of the art in various branches of political science, conflict studies and increasingly international law, history and political economy. Access to the JSTOR collections and other scholarly databases is unlimited for students and faculty. Students are coached in using these resources. The acquisition policy of the library is based on the recommendations by the faculty and therefore reflects the demands of the Masters Program.

- operates **cost effectively** by employing staff and instructors from the region, by offering modest fellowships to Western scholars and by engaging partner institutions.

Students have the opportunity to be taught by leading academics, experts, and representatives of international organizations. For the 2008/2009 and 2009/2010 academic years the Academy recruited faculty from Eberhard –Karls –University Tuebingen, Germany, the Instituto General Gutiérrez Mellado, Spain, the Australian National University, the Institute of Advanced Studies, Italy. It also traditionally invites lecturers from the Moscow Institute of International Relations (MGIMO), the Kyrgyz Institute of Public Policy, the OSCE, the United Nations, the European Commission, the German Technical Cooperation and other international agencies.

Among the Academy's most valued contributors are the Geneva Centre for Security Policy (GCSP) and the Norwegian Institute of International Affairs (NUPI). The leading scholars from these institutions teach modules Central Asia and Arms Control (GCSP) and Energy Politics and Nationalism (NUPI) on the Masters Program. They supervise and serve as external evaluators of Masters theses of the Academy students. The NUPI invites some of the best students as interns. In 2009, four students benefited from this opportunity.

Since 2008, each year one graduate of the Academy receives a GCSP–OSCE Academy European Scholarship for Central Asia to study towards a Master of Advanced Studies in European and International Security (MAS) at GCSP. In 2009 Selbi Hanova of Turkmenistan successfully graduated from this program. Diana Golikova of Kazakhstan, the Academy's graduate of 2009, received the Scholarship for the 2009–2010 academic year.

As a very important addition to the Academy's teaching capacity, the German Academic Exchange Service (DAAD) has sponsored a position to teach European Studies at the Academy in years 2009 –2011.

- **Alumni Network** is being developed to support the graduates in their professional and academic aspirations and should contribute to a stronger integration of young professionals in Central Asia and beyond.

According to a recent survey of OSCE Academy graduates, 73% of alumni secured employment and an additional 14% continued their education. More than half of the employed alumni (54%) found jobs within 1–3 months after graduation. For 20% of graduates, it was their first job, while the other 30% were promoted by their previous employer. It is encouraging to see that according to the survey 60% of our graduates work in the region. 30% are employed in international organizations and NGOs; 8% in government; 22% in academic institutions. 5% pursue Ph.D. degrees.

The Masters Program — Plans for 2010

Accreditation of the MA Program

The OSCE Academy aims at creating a professional capacity in the region and therefore the official recognition of its MA degree in Kyrgyzstan is key to sustaining its positive impact. In view of this we embark on the project of accreditation of the MA Program with the Ministry of Education of Kyrgyzstan.

European Studies in the MA curriculum

Thanks to the DAAD's sponsorship, a German professor will join the OSCE Academy to teach courses in the field of European studies. This addition to the curriculum is in line with the Academy's mission to graduate professionals steeped in the OSCE values and capable of integrating their region in global frameworks.

The Junior Professionals Program

The Junior Professionals Program will be one of the Academy's key projects in 2010. Under this program, a number of the graduates of the Academy's Masters Program will be offered a six-month position as a **junior professional within the Public Administration of their own Central Asian nation**. This might well be with the Ministries of Foreign Affairs, but equally it can be with the President's, Prime Minister's or any Ministry's departments. The Program will be open for both fresh graduates and alumni. The Academy would propose to cover some living costs of the junior professional during his/her Junior Professionals assignment.

As agreed on the last Board of Trustees' meeting on the 2nd of September 2009, to make this program implemented, in 2010 the Academy will:

- Reach agreements with the Central Asian governments regarding joint collaboration on Junior Professional Program with agreeing the list of the governmental agencies—receivers of the Academy's junior professionals;
- Select of up to five best Central Asian candidates from the Academy's alumni and graduates;
- Provide together with respective Central Asian governments six-month Junior Professionals' assignments;
- Receive and analyze feedback from the Junior Professionals and their supervisors for further developing of the program.

Through this Program, the Academy aims at strengthening of the Academy's **impact at a public administration level** and at a stronger support and enhancement of its **graduates' professional integration and growth** in their respective national public service.

In addition, the Central Asian public service will receive educated and prospective assistants with strong background in political science, foreign language and presentation skills and global outlook.

The first Alumni Conference

Planned for May 2010, the First Alumni Conference will bring together many of our graduates. The objectives are:

- to facilitate the professional growth of our graduates,
- to engage the alumni in the activities of the Academy,
- to discuss their views on the Academy's activities,
- to assess the impact the Academy's alumni are making in the region.

As the Academy pursues the goal of making its activities demand –driven, liaising with alumni is essential for all our operational dimensions.

Masters Program Graduate Spotlight (2008 –2009 Class)

Advantage in learning...

The interaction among the students, faculty and staff seems more like a family environment here, although the process of learning and teaching is very structured and rigorous. The Academy's faculty is very accessible and willing to provide guidance. The courses are comprehensive and address both the international and regional contexts. Students' academic and professional preparedness is of taken serious here.

The upcoming OSCE chairmanship to be held by Kazakhstan in 2010 is approaching. Journalists and politicians are speculating on what this chairmanship will mean for the organization and Kazakhstan itself. I do believe in progress my country will make for and in the OSCE with all the potential being thoughtfully sowed through initiatives similar to this Masters Program.



Nurlan Tussupov,
Kazakhstan
Field of interest:
Resource Nationalism

Advantage in professional growth...

The faculty at the OCE Academy impresses with the amazing efficiency of being combined of both academics and practitioners. Jonathon Hornbrook from the GTZ (German Technical Cooperation) was one of our senior lecturers teaching sustainable development module with a very insightful practical approach. Later on, I found myself interning under his supervision in a 'real' field! I joined his brave GTZ team to consciously kill the dragon of bureaucracy. The bureaucracy, not the one of the effective government structures, but a bad one, which implied – person, group interests with a localistic attitude. It is like a dragon that devours not only the time, nerves but kills all the good incentives to go forward and do anything. This team, highly friendly and devoted to the task, had a goal to persuade, examine the traits and habits and at last to remove bureaucracy that hinders the facilitation of the trade in Central Asia. Trade facilitation not only eases the customs procedures, but also saves the expenditures of business sector and eventually helps the Central Asian countries to integrate economically through trade.

Advantage in research...

There are a variety of valuable academic and professional resources available at the OSCE Academy. Internships in very reputable institutions in the region and beyond are one of them. I had the opportunity to be an intern at the Department for Russian and Eurasian Studies of the Norwegian Institute of International Affairs (NUPI). Independent research and studying was an important part of my assignment there; it contributed to my future research career in political science. The NUPI was an amazing place to be an intern at, where professionals with fresh enthusiasm are always ready to lend a helping hand for emerging scholars like me. That is one more reason why the OSCE Academy will have a special place in my life.



Annik Otieva, Armenia
Field of interest : Identity and nation building



Nazar Mamedov, Turkmenistan
Field of interest: Nation-building

Advantage in networking...

In my opinion, the academy is a wonderful way to bring people together from such a diverse region as Central Asia. As one of our professors noticed during one of his lectures, the building of the OSCE Academy in Bishkek is probably the only building in Kyrgyzstan (perhaps, not only in Kyrgyzstan, but the whole of Central Asia) which has the flags of every republic representing the region. Indeed,

neither the CSTO nor the SCO have all Central Asian republics as their members; while the academy is reaching out for something even vaster than that—it reflects the very concept of Greater Central Asia by welcoming students from Afghanistan and out-of-region countries.

After all, you make friends and network with many interesting and knowledgeable people from all over the region and beyond.



Diana Golikova, Kazakhstan

Field of interest: Media coverage of politics

Advantage in mutual understanding...

The OSCE Academy has given me more than just a graduate education and degree. I explored here new perspectives, cultures, differences and commonalities, and many other diverse things which need the cohesion of our joint efforts and cooperation to prevail. The Academy is a platform for mutual understanding and co-operation for students who come from different localities (Central Asian Republics, Afghanistan, Armenia, and Poland, etc.); and a location where, potentially, the future leaders of respective countries understand their tasks and realize their responsibilities toward their homeland, the region, and the world. I am very proud to say that my study at the Academy has been a great experience and achievement of my life.



Zahidullah Jalali

Field of interest: Process of reconciliation in Afghanistan

II. Professional Training

The professional training program is the second pillar of the OSCE Academy's mission aimed at strengthening civil society and regionally available professional expertise, promoting human rights and regional co-operation, forging democratic institution-building and peaceful development. It traditionally focuses on three areas: Human Rights, Journalism and Conflict Prevention. In Fall 2008 the OSCE Academy continued its trainings in *Human Rights* with the Raoul Wallenberg Institute, Sweden and *Media and Democracy Journalism School* with the Media4Democracy, Switzerland. Based on positive evaluations and in view of making a greater and more sustainable impact on regional professional capacity, the OSCE Academy has decided to upgrade these programs into certificate programs with a wider range of partner institutions involved and more intensive curriculum. The objectives of this upgrading are:

- to create a synergy of several institutions;
- to respond to changing demand and cover the needs of professional development in an effective and efficient manner;
- to increase the sustainability of the Academy's training program by keeping an eye on the long-term impact.

II.1 Certificate Program in Organizational Development, Human Rights and Conflict Sensitivity

In January 2009, the OSCE Academy in co-operation with its partners, the Institute for Integrative Conflict Prevention and Transformation (Austria), the Raoul Wallenberg Institute of Human Rights and International Law (Sweden) and University of Graz established a Consortium of Professional Trainers for further reforming of the previously separately existing modules into a one comprehensive certificate program. In order to ensure the best effectiveness of the Program, the Consortium invited 25 participants from state agencies, international and non-governmental organizations from Central



Asia and Afghanistan. The participants brainstormed on the Program's content, structure, aims and outcomes. The outcome of this effort was a solid demand –driven and needs –based approach for the Academy to follow in implementing this Program.

In 2010 –2011, the Program will consist of four thematic modules on **conflict management, human rights** and **organizational development**, distance coaching sessions and field assignments to be implemented within a year. Each participant will have to design a project and implement/start implementing it upon completion of this Certificate Program.

The program's overall objective is to ensure that **public policies and the civil sector's activities Human Rights and Conflict Sensitivity** are situated within the respective policies and operations and become visible in any developmental intervention. The participants of the training are seen as planners, implementers and beneficiaries.

II.2 Journalism School

The OSCE Academy's Journalism School is being further developed as well. The OSCE Academy has been approached by the *Deutsche Welle Akademie* with a proposal to start a joint Certificate Program. The Academy suggested a merging of this new program and the existing Journalism School that was operated together with the Swiss NGO *Media4Democracy*.

As a result of two brainstorming sessions, a pilot project for a **new three –month Journalism School** has been created, to be launched in 2010. This School will represent a synergy of efforts of the OSCE Academy and two institutions highly experienced in training journalists in the region – the *Deutsche Welle Akademie* and *Media4Democracy*. The School consists of intensive training modules on print, internet and radio media with a focus on quality of information and some OSCE –related thematic issues (Human Rights, Media and Elections, Media and Interethnic Conflicts, etc.). The best trainees will get internship places at the Deutsche Welle.

II.3 The Second Professional Enhancement Training for Kazakhstan OSCE Chairmanship 2010

Kazakhstan will become the first ex –Soviet and Central Asian state to assume the chairmanship of the Organization for Security and Cooperation in Europe (OSCE) in 2010. The OSCE Academy serves as a regional hub for promoting of the OSCE principles and values in Central Asia and was, therefore,

II. Professional Training

engaged in the Kazakh government's preparation for this mission. In November 2008, the Academy conducted a professional training that was aimed at enhancing the Kazakh Ministry of Foreign Affairs' chairmanship capacity to operate in Central Asia.

On April 14 –15, 2009 the OSCE Academy conducted a two –day OSCE –Chairmanship Enhancement Training for representatives of the Kazakh Ministry of Foreign Affairs, Ministry of Interior, Ministry of Justice, Ministry of Culture and Information, Ministry of Transport and Communication and the Central Election Committee. The training was conducted in close co –operation with the OSCE Training Co –ordinator and the Conflict Prevention Centre under the OSCE Secretariat, High Commissioner on National Minorities (HCNM), the OSCE Centres in Astana and Bishkek.



III. Research, Conferences and Seminars

III.1 Oral History Research

The primary objective of the *Oral History Projects* conducted by the Academy is the collection and analysis of personal accounts of historical events in order to fill gaps in Central Asian historical research and to facilitate enlightened discussion of the recent past of newly independent Central Asian states. In the long run, these projects will become parts of a public **Oral History Archive** open for research institutions and independent researchers.



- Oral History Tajikistan (OHT)

In 2009, the OSCE Academy continued working on its oral history research projects. The data –collecting stage of the Oral History Research Project was successfully completed with a consolidated database of more than 1,400 oral evidences of Tajik people on the Independent Tajikistan including the facts on civil war. A database of interviews has been created. It is available for researchers at the OSCE Academy.

As the owner of the database, the OSCE Academy is working with a number of partner institutions in order to make this resource a widely used source of information for academics worldwide. It is collaborating with other academic institutions and academics including but not limited to/from the University of Freiburg, University of North Dakota, the Harvard Program on Central Asia and the Caucasus, Davis Center of Harvard University, Exeter Centre for Ethno –Political Studies of the University of Exeter and others.

Currently, the Editorial and Managerial Board (EMB) of the Oral History Tajikistan is being established. The OSCE Academy will appoint one representative to the EMB as its permanent institutional member. The Board will co –ordinate the further projects related to OHT, access to the OHT Database and its legal status.

- Oral History Kyrgyzstan (OHK)

The Oral History of Tajikistan has been followed by a twin project, *Oral History of Independent Kyrgyzstan*. In July 2009 the pilot stage of this project was successfully implemented. The objective of this initial stage of a larger project was to collect a small number of interviews in order to test a concept for the Oral History of Kyrgyzstan to determine:

- The viability of the focus chosen
- The appropriateness of the methodology
- The optimal scale and organization of the project

In 2010, the OSCE academy intends to implement a full scale oral history research project throughout Kyrgyzstan. Within the scope of this project we will collect and make available about 500 interviews focusing on the transition to independence as it impacted on the lives of Kyrgyzstanis from various walks of life.

III.2 Seminar on Central Asian Security Issues

On 3 –4 September 2009 the OSCE Academy organized with the Geneva Centre for Security Policy (GCSP), the Norwegian Institute of International Affairs (NUPI) the Second Central Asian Seminar on regional security issues. This annual event was launched in 2008 as a forum for security policy experts from Eurasia, East and South East Asia, Europe and the United States.

The panels of this Seminar reflect major emergent themes, linkages and trends. The seminar has panels on the Afghan factor in Central Asian security politics, energy geopolitics, the role of the Collective Security Treaty Organization (CSTO) and the Shanghai Cooperation Organization (SCO) in the region, as well as the US, and Chinese, Russian, Iranian and Indian policies towards Central Asia.

Organized according to the Chatham House Rule, this Seminar is a prime example of a working partnership among security policy experts and institutes in the region. The scholarly papers read at the Seminar provoke open discussion which significantly contributes to our understanding of contemporary security dynamics. The key insights of this Seminar are published as *Geneva Papers*. The first *Geneva Paper* of the First Seminar on Central Asia 2008 was published in the beginning of 2009. The second *Geneva Paper* will be published shortly after the meeting on September 3 –4, 2009. One of the OSCE Academy's fresh graduates is every year appointed to serve as the Rapporteur at the Seminar.

III.3 Central Asia Data-Gathering and Analysis Team Research Project

As part of their multi-faceted partnership, the Norwegian Institute of International Affairs and the OSCE Academy have initiated and are implementing a research project Central Asia Data-Gathering and Analysis on energy problems.

This project will create a data resource available for regional and international scholars and the general public. It is part of the general strategy of the OSCE Academy to grow as a leading regional centre for education and research excellence. The implementation of the project will enhance the regional research capacity and contribute to Central Asian trans-border cooperation. Young Central Asian scholars, including two Academy's alumni from Turkmenistan and Kazakhstan participate in the project.

IV. The OSCE Academy renders organizational and logistical support to its partners in education and professional training

The OSCE Academy complements and integrates the activities of other national/international agencies and works closely with institutions such as Institutes for Strategic Studies, UN institutions, universities, non-governmental organizations and last but not least the OSCE Centres in Central Asia.

In January-August 2009, the OSCE Academy hosted a Summer School on conflict management of the University of Magdeburg, Training for Journalists of the Deutsche Welle Akademie, Police Training on modern methods of investigation of the German Federal Policy Authority (BKA), a series of the German Technical Cooperation (GTZ) agency's events and other.

The OSCE-International Organization of Migration Training-of-Trainers (ToT) seminar which is a part of a larger OCEEA-IOM project funded by the Greek Chairmanship entitled: Development of Practical Training Material on Labour Migration Management (no. 1100766) is underway.

V. Expenditure Report 2009 and Budget 2010

Revenues. The budget of the OSCE Academy comprises three major lines of funding: the **Unified Budget** of the OSCE Center in Bishkek (UB), **Extra Budgetary Contributions** (ExB) by participating states of the OSCE, and **Third –Party Funding** (TPF) by different organizations and institutions for specific projects. The Kyrgyz Republic generously provides the premises free of charge. We take this opportunity to thank our donors for their generous contributions.

ExB Pledges and TPF available for spending in 2009

Donor	Pledge#	Pledge received date	Pledge amount	Purpose	Status
ExB					
Finland	12093	22.11.2007	€ 100 000,00	General Support to the OSCE Academy	spent
Kazakhstan	11963	4.08.2007	€ 7 310,00	General Support to the OSCE Academy	Spend until 31.12.2009
Kazakhstan	12654	16.03.2009	€ 29 683,00	Conflict prevention	Spend until 31.12.2009
Germany	To be assigned	09.09.2009	€ 49 384,00	Masters Program	Spend until 31.12.2009
Germany	12211	5.03.2008	€ 32 287,00	General Support to the OSCE Academy	Spent
Italy	12631	18.02.2009	€ 50 000,00	General Support to the OSCE Academy	Spend until 31.12.2009
Total ExB		€ 268 664,00			

Donor	Pledge#	Pledge received date	Pledge amount	Purpose	Status
TPF					
MFA Denmark		6.09.2006	€ 267 578,61	Masters Program	Spent
NUPI		10.04.2008	€ 6 180,00	Conferences Masters Program	Spend until 31.12.2009
Total TPF		€ 273 758,61			
Grand Total		€ 542 422,61			

Expenditures 2009. As of 8 August 2009 the total cost of running all the Academy's activities was €249 384. The projected expenses for the remainder of the year are estimated at € 157 060, which brings the total expenditures to 2009 to € 406 444.

OSCE Academy Expenditures 2009

Description of the 2009 Budget	Expenditures, 1 January – 31 July, 2009	Projected expenditures 8 August 2009 –31 December 2009
1. Professional Training		
Conflict Prevention Training	€ 32 287	€ 0
The Second Professional Enhancement Training for Kazakhstan OSCE Chairmanship 2010	€ 3 785	€ 0
Subtotal	€ 36 072	€ 0
2. Masters Program		
Masters Program 2008 –2009	€ 113 344	€ 10 820
Masters Program 2009 –2010	€ 7 466	€ 91 909
Subtotal	€ 120 810	€ 102 729
3. Conferences and Research		
Oral History of Independent Tajikistan	€ 144	€ 0

V. Expenditure Report 2009 and Budget 2010

Description of the 2009 Budget	Expenditures, 1 January – 31 July, 2009	Projected expenditures 8 August 2009 –31 December 2009
Oral History of Kyrgyzstan	€ 1 658	€ 0
Academic publications	€ 4 083	€ 0
Subscription to JSTOR	€ 1 454	€ 0
Magazines and periodicals	€ 1 226	€ 0
GCSP –OSCE Academy –NUPI	€ 0	€ 2 694
Security in Central Asia Annual Conference		
Subtotal	€ 8 565	€ 2 694
4. General Support Costs		
Premises of the OSCE Academy	Provided by the Kyrgyz Government	Provided by the Kyrgyz Government
Staff Costs	€ 62 346	€ 39 167
Travel Costs	€ 370	€ 4 100
Communication Services	€ 7 290	€ 3 700
Representation	€ 1 329	€ 150
Investment Costs	€ 694	€ 0
Supplies	€ 2 095	€ 500
Maintenance (utilities, security, refurbishment)	€ 9 813	€ 3 020
Board of Trustees meeting		€ 1 000
Subtotal	€ 83 937	€ 51 637
Grand total	€ 249 384	€ 157 060

Budget projections 2010. Projections for 2010 reflect the costs of the Masters Program and the new activities that the Academy initiates:

1. Certificate Training Programs
2. Junior Professionals Program
3. Oral History of Independent Kyrgyzstan
4. First Alumni Conference

Expenditures 2006-2010. The average annual expenditures for 2006-2009 were 500 000 euros. The peak of 641 373 euros in 2006 was due to a large number of trainings. We return to a higher level of spending in 2010 as compared with 2009 also because in 2009 the training program was kept to a minimum.

The most considerable increases are in the Training and the Research parts of the budget. The Masters Program is projected to cost 7% more than in 2009 partly due to a higher number of students enrolled in 2009 and the assumption that the same number of students will be enrolled in 2010.

OSCE Academy Projections 2010

Budget line	Cost
1. Professional training	
Certificate Program in Organizational Development, Human Rights and Conflict Sensitivity, 2 modules	€ 121 480
Journalism School OSCE Academy-DWA-Media4Democracy	€ 48 968
Research and Training Assistant	€ 3 516
Subtotal	€ 173 964
2. Masters Program	
2.1 Masters Program 2009-2010 (Spring semester and summer internships)	
Student grants	€ 49 474
Visa expenses	€ 250
Travel Expenses for Students	€ 3 000
Honoraria for Regional Lecturers (Continuous Courses)	€ 4 980
Honoraria for four visiting lecturers (5 months)	€ 11 500
Travel expenses for lecturers (including Room & Board)	€ 4 840
Travel expenses for four visiting lecturers (including Room & Board)	€ 6 900

V. Expenditure Report 2009 and Budget 2010

Supervision & evaluation of Masters theses	€ 6 700
Examinations and Committees	€ 2 700
Internships for students (travel and additional accommodation allowance)	€ 16 400
Study materials and equipment	€ 2 500
Library materials	€ 2 000
Course stationery	€ 900
Internet	€ 4 800
Events	€ 1 000
Masters program academic supervisor	€ 6 230
Masters program academic assistant	€ 3 738
Librarian	€ 3 194
Subtotal Masters Program 2009-2010 (Spring semester and summer internships)	€ 131 106
2.2 Masters Program 2010-2011 (Fall semester)	
Student grants	€ 37 106
Health insurance for students	€ 1 000
Visa expenses	€ 500
Travel expenses for students	€ 5 000
Honoraria for regional lecturers (Continuous Courses)	€ 9 960
Honoraria for four visiting lecturers (4 months)	€ 9 200
Travel expenses for lecturers (including Room & Boarding)	€ 4 840
Travel expenses for four visiting lecturers (including Room & Boarding)	€ 6 900
Admission procedure for Masters Program	€ 5 200
Advertisement of Masters Program	€ 4 000
Study materials and equipment	€ 2500
Library materials	€ 3000
Course stationery	€ 900

Internet	€ 4800
Events	€ 1 000
Masters program academic supervisor	€ 6 230
Masters program academic assistant	€ 3 738
Librarian	€ 3 194
Subtotal Masters Program 2010-2011 (Fall semester)	€ 109 068
Subtotal Masters Program in 2010	€ 240 171
3. Junior Professionals Program	
Travel expenses of Junior Professionals (five graduates)	€ 500
Living allowance (five graduates)	€ 6 600
Subtotal Junior Professionals Program	€ 7 100
4. Conferences and Research	
Oral History of Independent Kyrgyzstan	€ 15 553
First Alumni Reunion and Conference	€ 25 000
GCSP-OSCE Academy-NUPI Security in Central Asia Annual Conference	€ 10 000
Representation at conferences	€ 2 000
Academic publications	€ 7 000
Research and Training Assistant ½	€ 3 516
JSTOR	€ 1 800
Subtotal Conferences and Research	€ 64 869
5. General Support Costs	
Premises of the OSCE Academy (provided by the Kyrgyz Government)	-
Staff costs	€ 98 950
Representation	€ 2 500
Board of Trustees Meetings	€ 9 000
Travel costs	€ 5 450

V. Expenditure Report 2009 and Budget 2010

Communication	€ 5 000
Utilities, security	€ 9 000
Audit, bank charges	€ 8 000
Maintenance of equipment	€ 4 000
Investment costs	€ 3 500
Supplies	€ 5 000
Refurbishment	€ 3 000
Contingency costs 3%	€ 4 602
Subtotal General Support Costs	€ 158 000
Total budget 2010	€ 644 108

Funding Needs Assessment

Program	Status	Funding sought
1. Professional training	Partly funded	€ 170 448
2.1 Masters program class 2009 –2010	Partly funded	€ 121 138
2.2 Masters program class 2010 –2011 (Fall Semester)	Partly funded	€ 99 100
3. Junior Professionals Program	Unfunded	€ 7 100
4. Conferences and Research	Partly funded	€ 61 353
5. General Support Costs	Partly Funded	€ 5 000

Total funding sought € 464 108

Why support the OSCE Academy?

The OSCE Academy has made, and continues to make, meaningful contributions to Central Asia and beyond. Your support for the Academy is an investment into progress for the region.

The OSCE Academy

- Serves as an effective promoter of the **OSCE values and ideals** and a **model** for reforming the region's higher education and research systems;
- Offers specially designed courses and modules on the OSCE, comprehensive security, democratization, rule of law and conflict prevention; and it works closely with the OSCE Centers in Central Asia;
- Maintains strict **standards of integrity** from student/participant selection to assessment and granting degrees/certificates;
- Is a truly open **forum** for vigorous debates, free opinions, and diverse perspectives on every policy affecting the political, social, and economic problems of Central Asia;
- Insures a truly **regional and gender-balanced** composition of students, researchers, and training participants;
- Operates extremely **cost effectively** by co-operating within Central Asia and beyond with partner institutions; and
- Makes an **impact** through its MA and professional training alumni who are promising experts and leaders employed in international organizations, think tanks, and government; successful scholars pursuing degrees and research in reputable international institutions; and problem solvers in non-governmental and governmental organizations throughout Central Asia and beyond.