



OSCE ACADEMY
in Bishkek



Board of Trustees Meeting

24 October 2025

State of the Art

MA Programmes - running

- Politics and Security
- Economic Governance and Development
- Human Rights and Sustainability

BA Programme

- Economics

Current Enrollment

- **Graduate students:** 52 (34 female, 18 male) Pending: Afghan visas (online provisionally)
- **Undergraduate students:** 47 (32 female, 15 male) (Three cohorts.)

Faculty

- A small permanent faculty
- Visiting lecturers: Citizens of Germany, Italy, Kazakhstan, Kyrgyzstan, the Netherlands, Norway, Russia, Spain, Türkiye, and Uzbekistan

★ Tuition-free education and stipends

★ The Academy was ranked as the top HEI in Kyrgyzstan based on the national test scores of admitted students.

Admissions 2025: Basic Stat-s

Applications received: 1,163 – 353 female and 810 male applicants

Students admitted: 52 total – 34 female, 18 male, representing:



9 students



22 students



4 students



3 students



12 students



2 students: Austria, Italy

Agenda:

- Ensure balanced representation of all Central Asian states.
- Improve visibility and outreach to attract higher-quality applicants.

In the OSCE Community

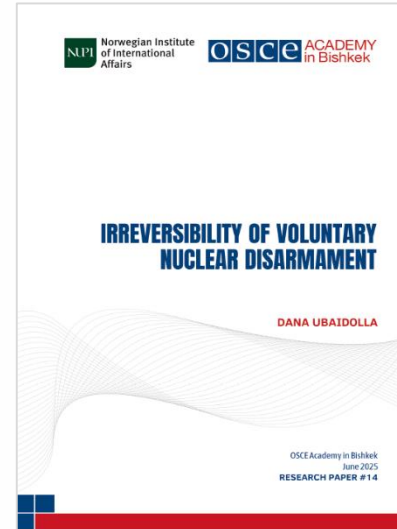
More visibility:

Generally:

- Printed materials from leaflets to alumni magazine, annual report, scholarly publications (Policy briefs, Research papers),
- Vienna: More reach out (and more targeted reach out) on the side of PC reporting, BoT,
- Network of Partnerships.

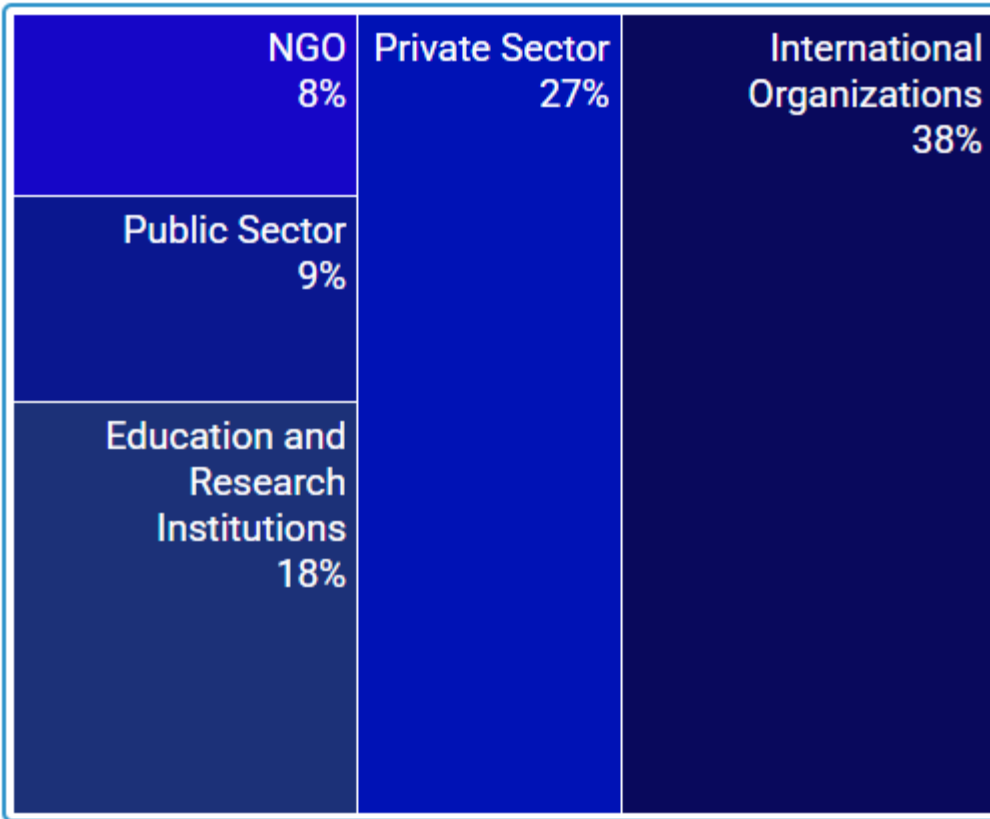
In the region:

- Going to places: Open days at universities, alumni meetings combined with other programmes (e.g. test writing of applicants).



Alumni Community (708 Alumni)

Employment by sectors



Employment within the International and Development sector



● IO -190 ● OSCE - 39 ● OSCE in CA - 27

In the Region

- Regional ownership
- Contribute to the Academy's visibility
- Funding Support (once Kazakhstan...)
- Support from the OSCE Programme / Project Coordinator's Offices to students from the respective countries
- Thanks, thanks, and thanks once again...



The Host State: Achievements and Pending Issues

Kind recognition of the Academy's Work: Overall a Good Host

Pending matters:

- Afghan student visas,
- Taxation of visiting lecturers,
- Building.

➤ "A bit of run around".



Organisational Changes

- **Internal Consolidation (Never completed; progress to report)**
 - Increased competence: Team work, delegation of authority, autonomy.
 - Steps towards stability -> predictability in work, support for studies, career progression.
 - Workplace initiatives: pilot of online workdays.
 - Salary increases still not feasible (despite 50% inflation over five years).
Alternative measures introduced to support staff morale.
- **Intensified Cooperation with the POiB.**

Budget Consolidation

- **2025 agenda**
 - Working on the basis of a **smaller but stable financial base**.
 - **Cost-saving measures: suspension of BA, cancellation of summer school, externally funded travel only.**
 - Tighter expenditure monitoring — ensuring efficiency in every euro spent.
 - Gradual staff optimisation (38 → 34/35).
 - Significant support received from all key stakeholders: from Board of Trustees, CPC, POiB, NUPI, other key donors and OSCE field missions in Central Asia.
- **2026 plans**
 - Transition from financial consolidation to renewed strategic development grounded in transparency, efficiency, and partnership with participating States.

Funding Milestones

- Conduct **bilateral consultations** with existing and prospective donors in Vienna and Bishkek to confirm or renew pledges.
- Encourage and foster **multi-year commitments** covering the 2026-8 period in order to align with the academic cycle of the OSCE Academy
- Start issuing **quarterly donor updates in 2026**, providing timely and transparent information on income, expenditure, and progress toward targets, in accordance with the obligation taken at the 9 July 2025 BoT meeting.
- Further strengthening oversight with the establishment of a pro bono external audit committee as of 2026.

Funding and Donors

Table 2: Projected Expenditure 2025 by Funding Source

Funding source	Amount, EUR
Extra-Budgetary Contributions	959,212
Unified Budget, POiB	480,000
NUPI	439,929
Global Campus	85,210
Other third-party grants	66,716
OSCE field operations in Central Asia	51,887
Total	2,082,954

Key ExB donors in 2025

