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**CHALLENGES OF MANAGING AN INTERNATIONAL NON-PROFIT
ORGANIZATION – THE CASE OF ICPE**

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TABLE OF CONTENTS

INTRODUCTION	1
1 DEFINING AND CLASSIFYING INTERNATIONAL ORGANIZATIONS	3
1.1 Intergovernmental Organizations	5
1.2 (International) Non-governmental organizations.....	6
1.3 Aims and activities of International organizations	7
2 HISTORICAL DEVELOPMENT OF INTERNATIONAL ORGANIZATIONS	8
2.1 Development of United Nations	12
2.2 Specialized agencies, related organizations and other bodies	13
2.3 Evolution of other forms of international organization	13
3 FUNDING OF INTERNATIONAL ORGANIZATIONS	15
3.1 Mandatory financing of IGOs	15
3.2 Voluntary financing of IGOs	16
3.3 Implications in resource diversification.....	17
4 FACTS AND DEVELOPMENT OF ICPE	18
4.1 ICPE Statute.....	18
4.2 Origins and establishment of the ICPE.....	22
4.3 Shaping and implementing the working programme (1976-1990).....	24
4.4 Shaping and implementing the working programme (1991-2008).....	31
4.5 Implementation of the working programme in recent years since 2009.....	33
4.6 Member States	38
4.7 Financing of the ICPE.....	39
4.8 Cooperation with other international organizations.....	42
4.9 Challenges and management of ICPE	43
4.10 SWOT analysis of ICPE	49
4.11 Recommendations for ICPE leadership	54
CONCLUSION	59
REFERENCES	62

LIST OF TABLES

Table 1: Attendance at ICPE Assemblies.....	39
Table 2: SWOT Matrix.....	54

APPENDIX

Appendix 1: Povzetek (Summary in Slovenian Language)	1
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LIST OF ABBREVIATIONS

ACER	European Agency for the Cooperation of Energy <i>Regulators</i>
APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of Southeast Asian Nations
AU	African Union
CAEU	Council of Arab Economic Unity
CEF	Centre of Excellence in Finance
ECOSOC	United Nations Economic and Social Council
ECOWAS	Economic Community of West African States
EU	European Union
FAO	The Food and Agriculture Organization
ICJ	The International Court of Justice
ICPE	International Center for Promotion of Enterprises
ILO	International Labour Organization
IGO	International Governmental Organization
INGO	International Non-Governmental Organization
IO	International Organization
ITU	International Telecommunication Union
MNC	Multinational Corporation
MNE	Multinational Enterprise
NAM	Non-Aligned Movement
NATO	North Atlantic Treaty Organization
NGO	Non-Governmental Organization
OECD	Organization for Economic Co-operation and Development
OPEC	Organization of the Petroleum Exporting Countries
PCIJ	Permanent Court of International Justice
SADC	Southern African Development Community
SFRY	Socialist Federal Republic of Yugoslavia
TNO	Transnational Organization
UN	United Nations
UN GA	United Nations General Assembly
UN SC	United Nations Security Council
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
WTO	World Trade Organization

INTRODUCTION

The following thesis considers in detail the development of international organizations (hereinafter: IOs) and their performance which is inherent to successful implementation of programme activities an organization is undertaking. At the very outset we need to make a clear distinction concerning the conventional categories of IOs as proposed by the Union of International Associations (hereinafter: UIA), namely the international governmental (or intergovernmental) organizations (hereinafter: IGOs), (international) non-governmental organizations (hereinafter: INGOs/NGOs) and multinational enterprises/corporations (hereinafter: MNEs/MNCs). UIA holds that abbreviation INGO tends to be used in the academic community while the term NGO is favored for the United Nations (hereinafter: UN) system. For our purpose we use the abbreviation INGO when referring to International NGOs and NGO when discussing those that are not of international scope. Due to the nature of the thesis, the focus of our research is limited particularly to IGOs and less emphasis is given to the conventional categories of (I)NGOs, MNCs and other forms of international organization. (Union of International Associations, n.d. -a),

We establish a case on development and management of an international organization – International Center for Promotion of Enterprises (hereinafter: ICPE, Center, selected organization), headquartered in Ljubljana, Slovenia since its inception in 1974. At that time, the organization was known as the International Center for Public Enterprises in Developing Countries. Since the dissolution of Yugoslavia, the Republic of Slovenia has undertaken the responsibility of the host country of the Center. As of 2020, ICPE is an international governmental organization with Member States across four continents, headquartered in Slovenia. Other IOs headquartered in Ljubljana are the decentralized agency of the European Union – Agency for the Cooperation of Energy Regulators (hereinafter: ACER) and Center for Excellence in Finance (hereinafter: CEF), an international organization with Member States from South East Europe (Diplomatic Protocol, 2020).

The purpose of the thesis is to formulate recommendations for the ICPE leadership in regards to developing a long-term strategy for the future of the Center. By learning from presented theoretical implications as well as from being directly exposed to the subject of the research, we intend to provide deeper insight that may be of assistance to the concerned decision makers regarding financial management, programme activities and other potential services that may be useful to the Center's Member States. Our interest is also to determine what kind of strategic approaches the management should undertake to attract new Member States, which services should be introduced to retain the current member countries and how to secure financial stability of the organization for its continuing existence.

Throughout our research, we keep in mind the following hypothesis and research questions, which will assist us in understanding the specific role of ICPE in the Republic of Slovenia and wider international community as well as in designing the appropriate recommendations for future ICPE activities:

- Ensuring a realistic long-term financial stability of the ICPE requires full attention of all the relevant stakeholders, especially ICPE Member States and the ICPE ecosystem.
- Which are the most feasible niches ICPE should pursue to retain existing and attract new Member States in terms of services and programmes?
- How should ICPE persuade the host country to recognize the importance of promoting its own foreign policy interests, especially in the fields of internationalization of higher education?

We aim to establish a comprehensive overview of ICPE's development and its programme implementation in particular. We also observe socio-economic and political implications for its (lack of) strategic positioning and orientation after the dissolution of Yugoslavia, and especially after 2009, as well as try to grasp the possibilities of ICPE becoming a value added intergovernmental institution with clear result-oriented goals, driven by the common interests of Member States.

The structure of the thesis is divided in two major parts. Initially in the first part, we outline the history and types of international organizations, their role in the International Community, funding mechanisms as well as deliberate on challenges, which may be relevant and applied to our case, particularly in the area of financing and programme activities.

In the second part of the thesis, a detailed observation of ICPE's heritage is required to apprehend a broad range of challenges and obstacles that were both facilitating and hindering ICPE's growth in terms of recognition, fluctuation of Member States as well as the organization's reputation, particularly after the dissolution of Yugoslavia. We analyze the ICPE Statute, which is the constitutive and governing document of the Center. Furthermore we observe the programme activities in different periods in time to see how changes in the environment, be it political or economic, influenced ICPE's role as an actor in the process of transfer of technology and knowledge to other developing countries. We believe that acknowledgment of activities undertaken in the past could be of assistance in shaping a new programme that is relevant for the environment in which the ICPE finds itself today. We also take note of the ICPE Member States, cooperation with other IOs and processes related to the financing of the selected organization. We observe the minutes of recent sessions of executive bodies to understand the challenges the organization is facing and how do the strategic decisions affect the evolution of the Center. Based on the conducted SWOT research we try to establish relevant recommendations in the fields of financing, programme development, institutional matters and collaboration with member countries. In conclusion, we reflect on the hypothesis and research questions stated above.

With respect to methodology, we proceed with a qualitative research. The first part of the thesis is based on analysis of secondary data that describes the common characteristics of IOs, including their nature of activities, good practices as well as challenges arising from a managerial standpoint regarding financing, membership and programme activities.

The methodology for the second part of the thesis also derives from analysis of secondary data, such as reviewing archival notes and official documentation of the selected organization. Author is also analyzing primary data by observing the evolution of the organization in the context of being its employee since 2010. Additionally a SWOT analysis is designed to identify the internal and external factors that are either beneficial or harmful to the organization.

1 DEFINING AND CLASSIFYING INTERNATIONAL ORGANIZATIONS

This chapter provides a literature review on attempts to define IOs and its subcategories, while keeping in mind the general delimitation of conventional categories from the introduction of this thesis. The subchapters further develop the distinguishable features of IGOs and INGOs. We believe that additional explanation of both types is required for understanding the different processes when it comes to decision-making with respect to our research questions. We also make a distinction regarding MNCs, supranational and transnational organizations (hereinafter: TNOs), which are not a crucial part of our research and are included only for the purpose of clarification when breaking down the definitions of IOs.

As proposed by Abate and Tilahun (2012) the answer to a seemingly easy question, what international organizations actually are is very complicated, in the sense that we are normally able to recognize it when we see one, but it appears impossible to reach a very comprehensive definition of the term. There are many varieties of organizational forms, degrees of internationality, and structural differences that need to be taken into consideration. Cogen (2015, p. 2) provides an advisory opinion by the International Court of Justice (hereinafter: ICJ) and concludes that an international organization is a subject of international law with capacity to maintain its rights. The Organization for Economic Cooperation and Development (hereinafter: OECD) positions IOs as “entities established by formal political agreements between their members that have the status of international treaties; their existence is recognized by law in their member countries; they are not treated as resident institutional units of the countries in which they are located” (Organization for Economic Cooperation and Development, 2005). Similarly the Encyclopedia Britannica points that IOs are institutions that draw membership from at least three states, perform activities in several states with members being held together by a formal agreement (Mingst, n.d.). Schiele (2014, p. 33) further notes the first element of IOs is the establishment by an international agreement, which may include treaties or informal agreements; secondly, the organization is required to be created as a new legal person and having at least one body with *volonté distincte* (will of its own) and thirdly, the legal powers of such organization have to be exercisable beyond the national legal system of Member States.

Judge in Archer (2001, p. 30) proposes the following eight criteria which encompass IOs and are listed as follows: Aims of the organization need be genuinely international with an intent to cover at least three states; membership (by individual or collective participation)

from at least three states with full voting rights has to be open to all appropriately qualified in the organization's area of operations; a charter or constitution must provide a formal structure giving members the right for periodical elections of governing bodies; officers should not be of the same nationality for more than a limited period of time; a substantial budget contribution from at least three Member States with no intention of making profits for the members; organizations must show proof of independent existence by electing their own officials; evidence of current activities must be available and finally a set of negative criteria, relating to size, politics, fields of activity, location of the headquarters and the nomenclature being irrelevant in terms of deciding whether the institutional setup is an IO or not.

As we have already outlined the main subcategories of IOs in the introduction according to the UIA, we provide below the following distinctions of IGOs and INGOs. Sabourin (2012) differentiates IOs in two categories – intergovernmental institutions/organizations, which are deemed as public, and non-governmental organizations, which are referred to as private. This view is in line with the first description of the term by the Economic and Social Council of the UN stated in its resolution 288 (X), dated 27 February 1950: "Any international organization which is not established by intergovernmental agreement shall be considered as a non-governmental organization for the purpose of these arrangements" (Union of International Associations, n.d. -b). The resolution was revised in 1968 and 1996.

From above it also stems that a non-governmental organization is constituted as a private voluntary group of natural or legal persons not formally affiliated with any government with respect to its establishment, and IGOs are public entities established by a multilateral governmental treaty. It follows that the membership in IGOs is comprised of sovereign states (or other IGOs), rather than a group of individuals or legal persons, which is primarily the case for NGOs. In this view Kegley and Blanton (2015, p. 149) assume IGOs are generally regarded as more important as their members are state governments and tend to be more permanent.

We observe the above definitions of international organizations and the UIA's definition of the conventional category of an intergovernmental organization overlap in regards to constituting the IO as IGO is also defined by being based on a formal instrument of agreement between Member States, including three or more states that are party to the agreement (i.e. Member States) and having a possession of a permanent secretariat (Union of International Associations, n.d.-a).

As Pease (2018) argues, no study is complete without attention to activities of MNCs, which she defines as private, for profit organizations with commercial operations in at least two countries. UIA (n.d. –a) discusses the problem of inclusion of whole or partially state-owned enterprises in the category, while Archer (2001) claims that TNCs are an over border extension of a business that has a domicile in one country. His claim is based on the fact that MNCs cannot be described as formal structures based on an agreement between members from two or more sovereign states. Proliferation of MNCs is changing the nature of

international trade and international relations due to their engagements in multinational agribusiness, financial services, industrial corporations, services, retail and digital technology. Due to the magnitude of their activities, they may often be pushed to consider socio-environmental impact of their activities or to implement sanctions and as Pease (2018) argues MNCs are a unique kind of an IO that is involved in and impacted by the global politics. Archer (2001, p. 40) explains the term transgovernmental organization (hereinafter: TGO) came about as a result of relations between state actors that are not controlled by the foreign policy body of their governments, such as the Interpol and Inter-Parliamentary Union.

Droesse (2020, p. 55) elaborates that IOs may be classified according to the manner of their establishment, being of public or private nature; by division of power structures in terms of being a legislative, administrative or judicial organization; the extent of authority/power of the organization vis-à-vis states by being a policy-making, operative or supranational organization; scope of their activities, such as general or special organizations, and their membership structures. Such classifications may not be sufficient however as new paradigms of international organization are emerging and in this context, some of the above listed notions should be subject of further research. The main concerns in this respect as Droesse (2020, p. 56) also finds are a number of examples where traditional classifications of public/private or governmental/non-governmental do not properly grasp the true nature of the organization. Secondly, most general and special organizations find themselves operating in a much different environment than at the time they were established, which particularly calls for adopting a new vision and outlook that reflects contemporary conditions. Another crucial point concerns the distinction between supranational and other international organizations in terms of the core relationship between an entity and its members, particularly the organization's legal and policy framework as also their institutional structures, and the conditionality for admission and requirements for withdrawal from membership. Lastly the traditional classifications based on membership (open/closed, universal/regional, unlimited/limited) tend to be too restrictive and would require further discussion.

1.1 Intergovernmental Organizations

We have established intergovernmental organizations as entities founded by a treaty or a similar formal agreement that acts as a charter, creating the entity with a permanent secretariat and comprising of at least three sovereign nations (or of other intergovernmental organizations) (Pevenhouse, Nordstrom & Warnke, 2005). Harvard Law School (n.d.) adds that IGOs agree to pursue a common interest on the grounds of good faith and are formally supported by their respective Member States in terms of financial stability and political support. Kegley (2008, p. 163) remarks the IGOs are purposely created by states to resolve shared problems, while Volgy, Fausett, Grant and Rodgers (2008, p. 839) provide a broader

conceptual view on the definition of IGOs as entities that have an established organizational structure and autonomy to secure ongoing multilateral processes of decision-making amongst Member States, and the capacity to undertake the actions as intended by the Member States. Mingst and Toft (2017) note that IGOs contribute to habits of cooperation between states through regular interaction. Roles that IGOs assume vary from establishing regularized processes on information gathering, surveillance and analysis, developing procedures to make rules, resolve disputes and punish those who fail to follow the rules to operational activities resolving major issues. In regards to membership inclusivity or exclusivity, we may further distinguish IGOs that are on geographic scope ranged from global to interregional, regional and sub-regional. A simple classification provided by Kegley (2008, p. 164) divides IGOs as per their aim, being of single or multi-purpose.

Supranational organizations are a special case of an IGO, typically characterized by a high degree of coordination, integration and legal impact to the national regulatory framework. Droege (2020, p. 61) further argues that classifying an IGO as supranational is intrinsically connected to the relations of such organization with its Member States and the concept of sovereignty. Schermers and Blokker (2011, p. 61) have established the following characteristics that imply an IO is a supranational organization: having power to make binding decisions on the Member States, the bodies taking decisions should not be completely dependent on cooperation of all Member States; establishing rules that are binding to the inhabitants of a Member State; having power to enforce its decisions and some financial autonomy. However, both authors emphasize that to be completely supranational, all of the above characteristics should be met and currently there is no such organization in existence. With this in mind, we would like to mention the European Union (hereinafter: EU), which is one organization, held to be supranational in character, while the UN is not, although it has some of the characteristics, particularly in regards to the powers vested in the Security Council (Droege, 2020, p. 62).

1.2 (International) Non-governmental organizations

Willetts (2011, p. 6) notes that the term of non-governmental organizations has not existed before the adoption of the UN Charter in 1945 when it was firstly used in Article 71 but remained undefined until 1950 and according to UIA a clear and unambiguous definition is yet to be formulated. One reason is that diverse spectrum of organizations defies generalization and as Lewis (2010, p. 2) points out they range from informal groups to formal agencies, vary in size from local to transnational and have different roles within and across diverse societies. Furthermore Willetts (2011, p. 8) lists some of the following definitions of NGOs:

“Organization which seeks funding, hires staff and undertakes programs but does not realize a profit.” – Food and Agriculture Organization.

“NGOs include a wide variety of groups and institutions that are entirely or mostly independent of government and characterized by humanitarian or cooperative objectives rather than commercial.” – World Bank.

Salamon and Anheier (1992) argue that formal status of organizational structure, their resources and type of activities cannot define NGOs holistically and have constructed an operational definition that has five key aspects, namely being formal in the sense of having an institutionalized permanent organization; being private in the sense of not being influenced by the government, although it is noted that some NGOs may receive funding from governments; being nonprofit in the sense that the potential surplus is not dispersed to the owners or directors; self-governing as in being able to control and manage their affairs and lastly to have at least some degree of voluntary participation.

Archer (2001, p. 30-31) identifies two sorts of INGOs, namely the genuine international NGO that has only non-governmental members which is bringing together like-minded people from more than two countries, and the hybrid international NGO that has representation on non-governmental and governmental level.

Kegley and Blanton (2015, p. 150) argue NGOs are not a homogenous group by illustrating a long list of acronyms that accrued around the term. Apart from INGOs we may find amongst others BINGOs (Business INGOs), RINGOs (Religious INGOs), ENGOS (Environmental NGOs) and QUANGOs (Quasi NGOs – which are at least partly supported or created by governments). NGOs role may often be viewed as being concerned with development, environment and humanitarian work, while being categorized into operational groups. NGOs are primarily funded by private means, either through locally mobilized resources or through external funding. Apart from such funding there is also government funding of NGOs through bilateral and multilateral aid donor programmes.

1.3 Aims and activities of International organizations

Archer (2001, p. 51) states that most IOs would have their aims written in their basic documents, i.e. treaty or the statute, however this is not to say the organization has no other aims apart from the ones written down, but it may be seen that proclaimed aims are the most apparent declaration of IOs' purpose of existence. It is worth noting that each Member State could nurture slightly different aims when establishing or joining an organization. Similarly, Archer observes that activities intended to be undertaken are also usually envisaged in IOs' basic documents as the fulfillment of said aims, i.e. through records of the organization and annual reports on the working programme.

Other classifications used in the past in terms of aims and activities are referred to by Archer (2001, p. 52), such as political/technical organizations; military/political/economic organizations and distinguishing between high and low politics, concerning problems relating to fundamental order of international system and daily business between states

within this order respectively. It is further noted that some of these distinctions may have become obsolete over time because of the changing nature of the international environment.

Droesse (2020, p. 57) makes a distinction between general and special organizations, where the latter were mostly created to solve specific problems, while the former are concerned mostly with political problems across the fabric of international relations but also extending to other fields, i.e. environmental, social, economic, scientific, etc. General organizations may not be universal in nature in terms of membership; however, they are commonly equated with political organizations. Archer (2001, p. 52) adds that as the aims may range from very general to particularly specific the same would apply to the activities that an organization undertakes. For the purpose of our research, we assess the selected organization as an entity created to resolve specific problems.

2 HISTORICAL DEVELOPMENT OF INTERNATIONAL ORGANIZATIONS

Although international organizations already existed in the 19th Century, the aftermath of the Second World War shaped and defined some of the largest organizations of the kind, by country participation and influence, such as the UN, World Bank (hereinafter: WB), North-Atlantic Treaty Organization (hereinafter: NATO), European Union and others. Multilateralism has contributed greatly to resolving issues and problems within the international community as well as fostering collaboration across nations and regions, especially in the age of globalization, when interdependence of nations has become very significant in the sense of collective action towards global challenges and new international organizations emerged, on regional and global level, dealing with pertinent issues, such as security, environment, energy, education, human rights, etc. Throughout the history, alliances, treaties and conferences had existed for many centuries. Even ancient civilizations tried to establish some norms and principles to interact with their neighboring societies. Such embryonic beginnings are seen in the Amphictyonic councils of Ancient Greece, in the middle Ages with the Hanseatic League, which aimed to facilitate trade and commerce between Germanic and Anglo-Saxon tribes and other precursors, such as Swiss Confederation. Situations arose where the established bilateral relations were not sufficient to overcome the problem and where many different states interests would have to be represented, the means for which was an international conference that gathered representatives for several states. Peace of Westphalia in 1648 emerged from such a conference. (Abate & Tilahun, 2012).

However, after the collapse of the Westphalian system new diplomatic tools had to be developed, and in the aftermath of Napoleon Wars the Congress of Vienna proved to be a turning point when the conditions allowed a number of European states to initiate series of inventions, innovations and learning processes that led to the establishment of first international organizations. These innovations included new regulations for diplomatic activities and follow-up conferences to assess the previously agreed-upon decisions and its

implementation. The system of such multilateral events was characterized by openness as citizens were attending conferences initiated by their Governments and government representatives participated at privately organized conferences, which we may consider as the first rudiments on collaboration between governmental and non-governmental actors in this regard (Reinalda, 2014).

One of the crucial areas requiring international cooperation was transport and thus emerged the Central Commission for Navigation on The Rhine in 1815, which was established to encourage European prosperity by guaranteeing a high level of security for navigation of the Rhine and environment, followed by a number of other river commissions, most notable the European Commission of the Danube established in 1856 with a common goal to allow and foster the international trade. The period of the first half of 19th Century sees also the evolution of entities started by private citizens that were dealing with international issues, i.e. the Anti-Slavery Convention in 1840 and later in 1863 the Red Cross. In the period of 1860s we may note the process of institutionalization began when the multilateral conferences were replaced by permanent organizations. Government involvement in the socio-economic sphere grew, as did the requirement ensuring these activities not to be confused with the existence of national borders. Such entities were at the time referred to as Public International Unions. These unions further regulated areas of transport and especially communication, including the establishment of the International Telegraphic Bureau (Later International Telegraphic Union) in 1865, Universal Postal Union in 1874, the International Association of Railway Congresses in 1884 and the International Union for the Publication of Customs Tariffs in 1890. A key novelty observed is that the unions held regular general assembly meetings (instead of ad-hoc conferences) and had permanent secretaries. (Other areas were not lagging behind as we see the creation of Metric Union in 1875, International Copyright Union in 1886 and the International Office of Public Health in 1907. Development of the Permanent Court of Arbitration in 1899 facilitated the economic ties between states with their contribution of establishing trustful relations between state actors, as disputes could be resolved in a peaceful way (Reinalda, 2014), (Abate & Tilahun, 2012).

By 1909 there were 37 IGOs established, while the number of INGOs was over 175 (Kegley & Blanton, 2015, p. 149). As Archer (2001, p. 12-13) notes the rise of international entities happened as a response to technological and scientific advancements in its time. He also assessed that the relationship between public and private international entities has usually been symbiotic and although many private organizations were of little concern to the state, some of them demonstrated the necessity for governmental action and collaboration across borders. As the number of private organizations grew, the UIA in 1910 laid down the conditions of membership, that include a permanent body, its aim being of interest to all or some nations and be not-for-profit and that it is inclusive for individuals or groups from different countries. We note that despite these conditions there were many mixed organizations with representatives of government bodies and private individuals. The functional approach of cooperation across borders on specific matters relating to technical

or administrative nature was severely affected by the First World War as a number of public unions ceased to exist and others became private.

A major breakthrough in the development of international organizations was the aftermath of the war at the Versailles Peace Conference in 1919 which seen the emergence of the League of Nations (hereinafter: League), that was designed not just for organizing the operations between states in areas like transport and communication for example, but to have a specific aim of guaranteeing peace based on establishing a system of collective security. It has provided a model for other IGOs that were established in the 20th Century. With 28 founding Member States the League's membership was limited to countries mostly in Europe and Latin America and used three official languages, namely English, Spanish and French. Primary goals of the League as written in the Covenant included preventing wars through collective security, disarmament and settling international disputes through negotiation and arbitration. Amongst the major successes the League achieved we can mention the resolve of most territory disputes that it mediated over and particularly international cooperation related to reducing sexual slavery, opium trade and helping alleviate the plight of refugees (Reinalda, 2014).

Unfortunately, the League was unsuccessful in regards to preventing the Second World War especially due to increasing economic frictions and militant nationalism that characterized the 1930s and eventually led to the League's demise. Apart from the external challenges, the League was facing two critical issues, namely the lack of its own military force to enforce its decisions, and a notion of unanimous agreement, which had to be reached to pass a resolution. In practice, this meant that one country could vote against a motion not allowing the League to act which led to failure of implementation of proposed acts. Another major drawback for the League was a low amount of Member States, which was never higher than 58, and including the absence of United States of America (hereinafter: USA), which has not ratified the Covenant in its own government, despite the role played by its president Woodrow Wilson in its instigation (Archer, 2001, p. 18-20).

The organizational structure of the League of Nations was comprised of the following organs:

General Assembly consisted of representatives of all Member States who met annually at the League's headquarters in Geneva and decided on the organization's policies, particularly control of the organization's budget and membership in the League as well as appointing the Council of the League. Each nation had three representatives and one allotted vote. In case of emergencies, the Assembly could meet at other times as well. Proceedings of the Assembly appeared as a separate publication for the first three sessions and thereafter as a Special Supplement until 1938. The Supplement contained resolutions passed in the plenary sessions.

Council served as the executive body of the organization that met at least four times a year as also on other occasions for extraordinary sessions. It had the authority to deal with

concerns regarding world peace and settle international disputes. Initially the Council comprised of four permanent and four non-permanent Member States elected by the Assembly for three years. The number of non-permanent members increased to six in 1922 and to nine in 1926, while the number of permanent members increased to five in total, also in 1926. Minutes of the council sessions were published in the Official Journal, from 1922 onwards and included the adopted resolutions.

Secretariat was headed by the Secretary General and based at the headquarters in Geneva. The permanent staff was responsible for preparation of agendas for Assembly and Council, publishing reports of meetings and other day-to-day affairs. The Secretary-General issued the annual report on the League's activities (Structure of the League of Nations, 2020).

Under Article XIV of the Covenant, the League's Council assumed a task to formulate plans to form an international court for peaceful settlement of international disputes. In 1922 the Permanent Court of International Justice (hereinafter: PCIJ) also known as World Court opened its first session. It was a body with eleven judges and four deputy judges. The PCIJ was not a *de facto* body of the League although it was closely connected in the sense of overseeing the PCIJ's activities. The PCIJ heard 66 cases during its life cycle that ended in 1946 and was succeeded by the ICJ. League of Nations: (Structure of the League of Nations, 2020)

The establishment of the League sparked creation of several other bodies and agencies that dealt with international affairs, some of which were more successful in pursuing their mandate and are still in operation. League's Disarmament Commission, Health Committee and Health Section, Mandates Commission, the Commission for Refugees, Slavery Commission, Permanent Central Opium Board and the International Labour Organization (hereinafter: ILO). ILO was established to work in cooperation with the League at the Paris Peace Conference in 1919. The ILO's mission was stated in the Covenant and called for "fair and humane conditions of labor for men, women and children" The membership in ILO was inclusive of all League Member States as of USA that joined in 1934. ILO was also the first tripartite organization that brought together representatives of governments, employers and workers in its executive bodies, namely the International Labour Conference, the Governing body and the Secretariat. In 1946 after the dissolution of the League, the ILO became the first specialized agency of the UN (International Labour Organization, n.d.).

2.1 Development of United Nations

The end of Second World War brought to life another international organization that was conceived to prevent future wars and its establishment began with the drafting of the Charter of the UN at the UN Conference on international organization in April of 1945. The term United Nations however, was coined by F.D. Roosevelt already in 1942, when used in the Declaration by United Nations in which representatives of 26 countries pledged to endure in fighting together against the Axis Powers. UN was formally founded on 24 October 1945 after ratification of the Charter by the 51 founding Member States. Similarly as the League the UN sought to continue many operations that were already in place as well as to expand its activities with the aim of safeguarding future generations from the horrendous effects of war, reaffirming the faith of people in fundamental human rights, promoting justice, freedom and social progress for all humanity (United Nations, n.d.-b).

We may observe the UN uses a similar model of organizational structure as its predecessor, along with additional bodies to support its mission:

General Assembly (hereinafter: UN GA): The only UN body that is represented by all Member States (total of 193 in 2020) and it functions as a policymaking/deliberative organ that meets annually in September. Decisions are adopted by simple majority, however for important decisions (Defined by UN as questions related to peace and security, admission of new members and budgetary matters) a two-thirds majority is requested. The UN GA elects its president each year for a one-year term in office. Resolutions are generally non-binding and may be considered as recommendations.

Security Council: As the name suggests the Security Council under the UN Charter is responsible to maintain international peace and security. It consists of 15 members, out of which five are permanent. Each member has one vote and as per the Charter all Member States are obliged to comply with the Security Council's decisions.

Economic and Social Council (hereinafter: ECOSOC): The primary responsibilities of ECOSOC relate to coordination of economic and social programmes, commissions and specialized agencies as also implementation of internationally agreed development goals. The 54 members are elected by UN GA for overlapping three year terms.

Secretariat: Secretary-General, who is appointed by the UN GA on recommendation of UN Security Council for a period of five years with possibility of renewal, heads the functional core of the UN whose staff of tens of thousands consists of international civil servants that perform administrative and secretarial day-to-day tasks (Nag, 2017).

2.2 Specialized agencies, related organizations and other bodies

Specialized agencies of the “UN Family” are independent IOs that have their own set of rules, membership, organizational structure and financial resources. Their relationship with the UN was founded through negotiated agreements. We may add that some of the agencies appeared almost simultaneously with the UN, some others existed prior to the war or were associated with the League of Nations and then transferred under UN ECOSOC as in the case of ILO, the World Health Organization (former Health Organization), Food and Agriculture Organization (former Nutrition Committee) (hereinafter: FAO), the Committee on Intellectual Cooperation that became the United Nations Educational, Scientific and Cultural Organization (hereinafter: UNESCO), establishment of the Trusteeship Council which replaced the Permanent Mandate Commission, and yet others were established only by the UN itself to be able to meet emerging needs. The term related organization is to be understood as a default expression for autonomous international organizations whose cooperation agreements have many common points with those of specialized agencies however do not refer to the Articles 57 and 63 of the Charter of UN. There are currently three related organizations being a part of the UN System Chief Executives Board for Coordination, namely the International Atomic Energy Agency (hereinafter: IAEA), World Trade Organization and International Organization for Migration (United Nations, n.d.-a).

2.3 Evolution of other forms of international organization

Apart from the UN System, there are many prominent IGOs that evolved in the 20th Century: besides the World Trade Organization (hereinafter: WTO), the World Bank and the International Monetary Fund are focusing on the international political economy, similarly we observe during the 1960-1970s the development of multilateral development banks and multilateral financial institutions, aimed at financing and professional advising for development. A plethora of regional organizations, such as the EU, particularly in the global South have been established, such as The Asia Pacific Economic Cooperation (APEC) forum, The Association of Southeast Asian Nations (ASEAN), The Council of Arab Economic Unity (CAEU), The Economic Community of West African States (ECOWAS) and The Southern African Development Community (SADC). Kegley and Blanton (2016, p. 166-188) furthermore note the following NGO non-state actors have developed as most visibly active: non-state nations, transnational religious movements, MNCs and issue-advocacy groups. The number of MNCs has grown dramatically since World War II and while in the past they were present mostly in US, Europe and Japan, by early 21st Century approximately 80% of all MNC's employees worked in developing economies. More recently, issue-advocacy groups and their activity on global stage has emerged to unprecedented levels and many people see NGOs as a vehicle for individuals to contribute to transformations in international affairs and global policy making.

2.4 Selected challenges of international organizations

We observe that many IOs, particularly IGOs are facing different challenges when it comes to realizing their mission over time. It is difficult to generalize the reasons that may directly inflict the root causes of issues organizations deal with. We should stress that given the limitation of our research we believe it is necessary to deliberate on specific challenges that may assist us in formulating the recommendations for the selected organization. The literature review reveals many obstacles larger international organizations would need to tackle with respect to their future development and sustaining relevance. Dörfler and Hosli (2013, p. 377) discuss the proposals and strategies related to the reform of the UN Security Council, Trent (2013, p. 391) argues a need for rethinking the UN System by modernization through civil society, Peksen (2013, p. 403) deliberates on the use, effectiveness and unintended consequences of economics sanctions posed by IOs, and Bernhagen and Kollman (2013, p. 417) provide research on enlisting corporations for provision of public good through public-private voluntary initiatives. All of the mentioned challenges would require additional deliberation, however due to limitations we focus our research on challenges posed to organizations created with special purposes, as is the case of our selected organization.

Droesse (2020, p. 59) argues one of the crucial challenges relates to the position of special organizations in the overall architecture of international organizations and entities providing public good or combating the opposite. The environment in which they operate has changed drastically since their establishment but at the same time, the principle of autonomous agencies combating different areas of issues remains largely unaltered. Special organizations, particularly within UN system may be exposed to competition from other players in the field and at least in financial terms may not be the most important ones. Droesse further finds that at times budgets of different trust funds, philanthropic organizations or hybrid organizations by far exceed that of specialized agencies of UN. In this regard it is proposed that to overcome such challenge, a concerned organization should open themselves to allowing other actors, including those from private sector to substantially participate in their decision making process.

Secondly, changes are needed also in the relation of the role between such organizations and knowledge management. As Droesse (2020, p. 60) puts, organizations should be aware that knowledge framework in the information age relies primarily on networking solutions and to lesser extent on institutional mechanisms. In this sense they should, with support of IT solutions embrace all networking opportunities within their ecosystem, including sub-state entities. In addition, Droesse notes that many specialized organizations often no longer have the financial resources, nor adequate expertise or HR capabilities to cater intellectual leadership in all areas of a particular field. This provides further evidence that such organizations should pool all available resources of expertise and become a forum for a wide range of actors thus attracting best sources of knowledge.

An important challenge for such organizations is also the realization that creation of specific organizations for tailored purposes does not always allow political actors to cooperate in a non-political context. We observe this contrast in politicization of such organizations in terms of approving admissions of new members, which is sometimes apparent, i.e. Admission of Kosovo and Palestine to certain specialized agencies (Droesse, 2020, p. 59).

3 FUNDING OF INTERNATIONAL ORGANIZATIONS

In the following chapter, we discuss financing of IOs with particular focus on IGOs and observe which institutional methods and practices are used to maintain their stability in terms of functioning and operation. The main issues addressed relate to the sources of funding, distinctions between the types of funding, implications resulting from lack of financial stability and alternative possibilities for increasing budgetary resources. It is observed that the question of funding is becoming ever more relevant, particularly because a possible shift in policy by developed countries such as the United States of America may force the IOs, especially within the UN system to undergo serious changes resulting from proposed national budget cuts to foreign aid (Council on Foreign Relations, 2020).

It has been established by Wright (1957, p. 30-40) that access to financial resources is of critical importance for the evolution of an IO and realization of its mandate. Similarly, Amerasinghe (in Heldt & Schmidtke, 2017, p. 51) argues that adequate resource allocation is essential for functioning of an IO as otherwise they could not achieve their purposes and functions. Wright (ibid.) has also foreseen that while the need for international cooperation is rising, the prospects for giving importance to the problems of financing IOs shall increase as well and in a certain point in time such organizations will no longer be able to rely only on obligatory contributions by Member States. In terms of institutional setup related to funding, Graham (2016, p. 2) observes that apart from mandatory contributions to UN a gradual increase of voluntary contributions has been observed since the 1950s throughout the 20th Century ago and still provides a substantial supplement to the UN development programs funding schemes. We see the two main categories of mandatory and voluntary means of acquiring resources have developed in most IOs over time. Goetz and Patz (2017, p. 5) also point out that the traditional mandatory contributions by Member States, which have been in place since the historical international unions, have been joined by other types of funding, namely the engagement with the private sector, philanthropy and civil society. Subsequently Graham (2016, p. 5) classifies the two broad categories of funding rules with respect to mandatory and voluntary financing.

3.1 Mandatory financing of IGOs

As proposed by Droesse (2020, p. 387) the current concepts related to the membership of a country in an IGO are predominantly based on the correlation of the benefits and obligations that stem from the membership. In terms of obligations, we may note in general the main

obligation of a Member State is to contribute to the financing of the organization. The main advantages of such mandatory funding rules include protection against free riding on one side and ensuring stability of resources that allow long-term planning on the other. Schermers and Blokker (in Droeze 2020, p. 388) have pointed out that it is rarely a case within the traditional international organization that obligatory contributions are levied in equal shares and are in most cases subject to assessment scales, contribution classes, interest of the work of the organization and other factors. Such mandatory funding prohibits Member States to set conditions on the fees they provide. The rules of mandatory funding may also exhibit a limitation for the Member States, which are obliged to pay their dues even if a state finds their annual contribution to be in excess or are dissatisfied with the institution. In case of non-compliance with payment, the states violate the mandatory rules at a cost that shows in forfeit of their voting rights, incurring reputational costs and inflicting financial costs to the organization. Because of such developments that may occur if the Member States tend to withhold mandatory payments it is observed most countries will use such a measure only in cases when other methods of their grievances fail to be addressed (Graham, 2016, p. 5). In addition Graham (2017, p. 17) comments that although such costs in a historic perspective do not eliminate withholding of payment, they provide an incentive against it.

At this point we must add that Droeze (2020, p. 389) argues that for many organizations the internally generated resources (i.e through mandatory contributions) do not cover even administrative expenses, let alone the cost of their services to its Member States. Additionally, most organizations have only limited means to make savings as the Member States expect the expenditure will follow the income. That being said it is at the same time noteworthy to mention that the Member States often hold traditional IGOs in a tight financial control. This provides greater leverage in influencing the respective organization, but in effect it also shows that many organizations use a major part of their resources for administrative expenses and subsequently their effectiveness may be constrained in terms of operations. This is also one of the reasons for IOs to begin seeking and mobilizing other sources of income.

3.2 Voluntary financing of IGOs

Droeze (2020, p. 390) finds that since public funds in general are becoming more scarce, the organizations should make an effort to explore additional sources of funding to enhance their impact. Graham (2017, p. 16-17) points out that the emergence of new programs for economic development and economic relief contributed to the IOs establishment of voluntary funding rules. In contrast to mandatory contributions, the voluntary funding does not involve a legal obligation for financial support to the organization. In this sense the donors are granted greater control and flexibility as voluntary funding rules allow the decision of whether and how much to contribute. Furthermore, in the event of a Member State holding an interest, which is in conflict with the institution, it has the flexibility of not contributing and still fulfilling its legal obligations.

Voluntary rules provide different levels of control and flexibility and are classified as unrestricted and restricted. The former relates to the flexibility of contribution being non-binding for the donor but at the same time, it prevents the donor to place restrictions on how their funds are used. The distribution of unrestricted resources is in control of the governing bodies of the organization. Restricted voluntary rules shift this balance of control of budgetary matters to individual donors. In consequence, a greater flexibility is offered to donors who are allowed to earmark/restrict how their contributions are used. Additional benefit is the discretion to avoid financing programmes that donors may find undesirable and participate only where they can align their interests (Graham, 2016, p. 6).

3.3 Implications in resource diversification

Graham (2017, p. 15) emphasizes three prominent trends in financing of IGOs. We can see the rise of earmarked voluntary contributions rising substantially since 1990s, secondly an increased prevalence of private donors to IGOs may be observed with their financial influence varying across IGOs as also other types of organizations. The third trend shows increasing prevalence of pooled funding mechanisms that have developed as a response to earmarks from both public and private donors. Such mechanisms are often theme or country specific funds that allow co-mingling of donors' financial contributions. We find it important to mention some implications related to these trends as Graham (2017, 16) argues that earmarked resources may undermine collective decision-making and understanding of multilateral governance. Integration of private actors in IGO governance who act as principals in contracting and possibly exerting influence on IO staff blurs the division between public organization and a public-private partnerships and philanthropic organizations. Policy implications for future research suggest that Member States should consider loosening or bypassing the restrictions that are placed on earmarked contributions in order to restore multilateral governance in terms of managing majority of their financial resources. Additionally, an assessment should be made within organizations considering distributions of earmarked resources across countries and thematic issues relative to the mandatory/core funding. The IGO staff should be particularly careful in identifying potential conflict of interest and be able to turn down earmarks when actions or interests of a donor would raise such issues and similarly take diligent care of improving transparency with respect to pooled funding mechanisms. Heldt and Schmidtke (2017, 57-59) argue that financial capabilities vary across the spectrum of organizations and over time, and different configurations of tasks and issue scope convincingly results in different levels of power an organization attains. In the event of financial capabilities being low since the foundation of an organization, a strategic use of financial resources is suggested in case of being institutionally restricted to collect low income from fees of programmes and Member State contributions.

4 FACTS AND DEVELOPMENT OF ICPE

In the following chapter, we make a detailed examination of the statute, which governs the Center and continue with providing context of Center's origins and establishment as we find it crucial for the understanding of dynamics in International Relations, managerial activities and overhauling challenges that have been influencing the activities of the ICPE from its inception onwards. In this respect, we furthermore provide overview of executed projects and programmes in three periods, giving particular attention to the short and long-term educational courses. We also make an overview of ICPE Member States, cooperation with other entities and a special attention is given to the financial aspects related to the organization.

We must emphasize that due to the unavailability of relevant documentation particularly in 1991-2009 period, our recommendations reflect on deliberations by principal organs since 2009. Nonetheless, we try to shed a light as much as possible to the development of programme activities throughout the Center's history. With respect to the proposed research questions we keep in mind the ICPE's vision to become a hub of excellence in financial and social responsibility performance for public enterprises and to emerge as an important development partner for effective and productive public sector enterprises. We also note the ICPE is pursuing the mission of realizing the vision by developing partnerships with IOs and Member States, emphasizing the dialogue with private sector through exchange of best practices and comparative research and aiming to upgrade the proficiency and knowledge of public enterprises with respect to innovations, analytical tools and information and communication technologies (ICPE, 2010b). We may be able to construct relevant recommendations by observing the deliberations of ICPE's governing bodies, and how their decisions were implemented in recent years, accompanied by a SWOT analysis that will determine the factors ICPE should take advantage or be cautious of.

4.1 ICPE Statute

The ICPE Statute has been drafted on the basis of the Article 131 of the Constitution of the Socialistic Republic of Slovenia, the Act on Constituting Organization of Associated Labour and its listing in the register – Official Gazette SFRY, No. 22/1973 and Article 6 of the Act on Establishment of the International Center for Public Enterprises in Developing Countries – Official Gazette SRS, No. 18/1974. An Act on ratification of the Statute has been published in the Official Gazette SFRY, International Contracts, No. 9/1977. In the past deliberations of the ICPE executive bodies, we observe propositions to update and modify the Statute but as of today, the Statute remains unchanged (ICPE, 1976).

The General provisions in Article 1 establish the ICPE and in Article 2 confirm the location of the headquarters in Ljubljana. Articles 3-5 define the activities of the Center, related to carrying out studies, research projects and exchange of information on all aspects of operations and development of public enterprises, particularly emphasizing the ICPE's contribution to the new International Economic Order (ICPE, 1976).

The mandate of ICPE activities has thus been extended to:

- planning and carrying out research projects and studies in line with the status, direction, organization, business management, financing and planning of public enterprises as well as public multinational companies;
- collecting, compiling, collating and making available information and research findings on public enterprises, including technical advances achieved in different countries;
- organizing exchange of information and cooperation on management of public enterprises;
- implementing courses and devising other ways to train personnel for the needs of public enterprises in developing countries;
- organising symposia, seminars, conferences, discussions and consultations relating to the needs of public enterprises (financing, planning, business management);
- Conducting postgraduate courses, related to the ICPE's core activities in cooperation with academic centres.

In addition to the aforementioned the Center was mandated to cooperate with any regional or international organization, whose activities were similar to the aims, pursued by ICPE. The Statute also allows the possibility of opening a new branch in other country if that would be felt necessary, however only upon the confirmation is given by the Assembly.

Article 6 of the ICPE Statute provides the information relating to the membership in ICPE:

- ICPE Member States shall be developing countries, signatories to the Statute;
- on assuming the obligations entailed by the membership and acceding to the Statute, any other developing country may become a member;
- Upon recommendation of the Council, the admission of members shall be decided by a majority vote of the Assembly.

Article 7 allows the ICPE to cooperate with other states, their national organizations or other international organizations that are interested in the subject of management of public enterprises. Any kind of such cooperation is in each case however subject to approval by the Assembly.

The definition and obligations of ICPE organs are elaborated in Articles 8 to 20, initially providing that the sessions of ICPE Assembly and Council should normally be convened at the headquarters of the ICPE.

As per the statute, the ICPE Assembly is the supreme organ of the center, comprised of delegates, representing their respective member countries, each having one vote. Representatives of international organizations may be invited to participate at the Assembly session as observers. Regular sessions are convened every two years but may also meet in special sessions at the request of the Council or of the majority of member countries. The President, Rapporteur and the appropriate number of Vice-presidents are elected at each session. The statute lays down the following responsibilities and tasks to the Assembly:

- formulating the policy and general guidelines for the work of the Center;
- adopting mid-term and two-year working programme as well as considering reports on finished activities;
- approving the budget of the Center, determining the regular contributions of the Center and approving the Annual balance sheet;
- deciding on amendments to the existing Statute;
- approving the rules regulating the financial operations of the Center;
- deciding on recommendations of the Council regarding the admission of new member countries;
- electing the members of the Council, Director General and approving all special agreements between the Center and other countries and/or international organizations.

Assembly may consider any other matter relating to the Center's objectives and its decisions shall be made by the majority of the members present, unless specified otherwise in the Statute. According to the Statute the Council consists of countries in the ratio of one council member to four assembly members (or a minimum of fifteen), considering an equitable geographic representation. The term of the Council is two years and its members may be re-elected. The regular meetings are to be held once a year and may also meet in a special session, if and when the members concur. The special session is required to be convened before any kind of the Assembly session, whether regular or special. Council elects its President and Vice-President whose term is equivalent to the tenure of the Council. In accordance with the Statute the Council's main tasks and responsibilities are:

- proposing to the Assembly the working programme of the Center and supervising the implementation of approved programme;
- adopting necessary measures in conjunction with Director General, to implement the programme and put into effect other conclusions and recommendations of the Assembly;
- considering requests for admission of new members and submitting recommendations to this effect to the Assembly;
- considering the reports of Director General on the working programme and activities of the Center;
- proposing to the Assembly the long-term, mid-term and annual working programmes, budget for financing these programmes and the proportional division of financial obligations for the member countries;
- proposing to the Assembly the budget of the Center;
- approving the agreements for the implementation of the programmes of the Center with the Governments of member countries;
- approving the rules regulating the duties and rights of the ICPE staff (administrative, professional and technical staff of the Center);
- approving the annual plan for financing of the Center and reviewing the annual balance sheet before submission to the Assembly for approval;

- adopting general regulations regarding the organization, composition and terms of employment of the personnel and perform any other functions entrusted to it by the Assembly.

The Council's decisions shall be adopted by a majority of members and the President shall submit reports on behalf of the Council to the Assembly. The President is also authorized to represent the Council between sessions.

As per the ICPE Statute, the Executive Director (Director General) is the chief executive officer and legal representative of the Center, responsible for administering the current affairs according to the instructions, given by the Council and to whom he submits the activity report. His responsibilities include the organization of work, recruitment/dismissal of staff (except the two Assistant Directors) in conformity with the directives, adopted by the Council. The Assistant Directors are appointed by the Council upon the suggestion of the Director General.

The ICPE Statute in its 21st Article allows the Council to set up consultative bodies, composed of renowned international experts that evaluate different research projects, however their decisions may not limit the rights of the Council.

Regarding the ICPE staff, the Statute in Article 22 provides the guidelines for the ICPE Secretariat, which comprises of the Director General, Assistant Directors and such staff the Center may require and is appointed by the Director General under regulations, established by the Council, particularly taking into account securing the highest standard of efficiency, competence and integrity. Temporary ICPE Staff rules have been issued by the then Director General in May 1980, however it is not clear whether these rules have ever been implemented or presented to the ICPE Council. Furthermore, an updated version of the staff rules has been prepared in 2010, which has also not been circulated to the executive bodies of the Center.

In accordance with the Statute, the Articles 23-24 define the budget of the Center, which is primarily financed by regular membership contributions, donations and other funds, including the funds provided under special agreement on cooperation as defined in Article 7 of the Statute. The amount of annual contribution is determined by the Assembly in accordance with the adopted budget for each member country separately. The consideration of criteria is to be elaborated by a group of experts. By September 30th each year the Director General proposes to the Council a plan of revenues and expenditures for the next year.

Before the concluding provisions, the Statute declares the Center as a juristic person, defines its working language and describes the procedures for withdrawal from the membership and for amendment of the Statute. Proposals for amendment are sent to Director General who communicates these suggestions to members for their consideration at least half year prior to the session of the Assembly. Amendments are adopted by a two-third majority at the Assembly and come to force after two thirds of all Member States notify the depositary with

a concurrence note with respect to the amendments. In regards to withdrawal, any member may withdraw in one year after submitting their written notice of withdrawal to the depositary. Until the withdrawal becomes effective the Member State has to fulfill its obligations concerning the payment of membership contribution that is calculated on a proportional basis.

Lastly, the concluding provisions define the host country¹ as the depositary of the statute and set a 10-month period from adoption during which the Statute is open for signature by the states attending the Establishing conference. The Statute officially comes into force on the thirtieth day from the day the fifteenth country officially notifies the depositary on accepting the Statute and assuming the obligations applied by the membership (ICPE, 1976).

4.2 Origins and establishment of the ICPE

The initial idea about establishing an international organization, dealing with the challenges posed to the management of public enterprises emerged already in October 1969, during the Meeting of the United Nations Expert Working Group on Measures for Improving Performance of Public Enterprises in Developing Countries that was taking place at Herceg Novi, Yugoslavia, now Monte Negro. U Thant, UN Secretary General proposed Yugoslavia to host such an organization and this proposal was welcomed by the Yugoslav officials. He argued that such institution would represent the most natural center for studying the experiences of workers' self-management in Yugoslav enterprises. Three cities, namely Belgrade, Ljubljana and Zagreb were in competition for the headquarters of the Center and a team of experts from UN paid them a visit in 1970/71 to assess which city would be most suitable for hosting such an organization. As Dr Anton Vratuša, the late Honorary President of the ICPE Council and one of the founding fathers of the ICPE pointed out, Ljubljana has been selected because of the immense support of the Ljubljana University and Slovenian Academy of Science and Arts, particularly in the field of scientific cooperation, and Municipality of Ljubljana as well as the Executive Council of the Socialist Republic of Slovenia in providing most favorable conditions. In April 1974, an Order to promulgate the Act on Establishment of the International Center for Public Enterprises in Developing Countries has been issued by the Presidency of the Assembly of the Socialist Republic of Slovenia. The Executive Council of Socialist Republic of Slovenia approved approximately 1 million Yugoslav Dinars from its budget to ICPE for the year 1975, formed a steering committee, tasked with organizational setup and programme activities, and adopted the ICPE Statute and appointed the Executive Director and Programme Director. The Advisory scientific board has also been appointed. The ICPE was conceived as a research, training, and consultancy organization for promotion of cooperation and knowledge transfer among

¹ At the time of establishment the Socialist Federative Republic of Yugoslavia, since 1992 the Republic of Slovenia.

developing countries, providing relevant documentation and information in the field of public enterprises as well as public sector, engaged with economic activities (Vratuša, 1984, p. 8-10).

The first attempt to position itself in the international sphere was the organization and execution of an International Symposium on Planning in Public Enterprises in Developing Countries, held in September/October 1974 in Ljubljana and Split (Croatia) that accommodated over 45 participants from 26 countries. Almost simultaneously the second seminar activity was in preparation and implemented in 1975, namely the “Training in Public Enterprises” (later expanded as Human Resource Development and became a framework for cooperation between ICPE and United Nations Industrial Development Organization (hereinafter: UNIDO), following by projects on “Financing and Control in Public Enterprises,” (in the framework of partnership with UN Development Administration Division) and “Self-management and Participation in Public Enterprises as a Factor of Social Change and Economic Development,” organized in 1976. Apart from the deep interest in the issues and financial support of the Government of Yugoslavia, seminars mentioned above were co-sponsored by the Government of Netherlands and the United Nations Development Programme (hereinafter: UNDP) (Vratuša, 1984, p. 8-10).

It may be observed that the ICPE was established as a Yugoslav institution however, during the Symposium of 1974 the participants already reflected in the conclusions and recommendations that ICPE should formally become a joint institution of developing countries. The Federal Executive Council welcomed this initiative and action for convening an International Conference of Interested Governments (Establishing Conference) was undertaken. At the same time, the ICPE Statute and Membership contributions Scale were drafted.

Apart from following the UN initiative, an important element in the ICPE’s establishment is to emphasize also the support of the Non-aligned Movement countries, where it was recognized that the public sector should play a strong role and where ICPE could accelerate the cooperation between the public sector enterprises in non-aligned countries. In 1975, the Conference of the Ministers of Foreign Affairs of Non-aligned countries in Lima invited nonaligned and other developing countries to join the ICPE. ICPE’s establishment coincided with the era, marked by rapid changes, waves of decolonization and orientation towards the new international economic order that strived to reach fair and economically balanced relations between the “developed” and the “developing” countries. It should be noted that historical data shows that ICPE was presented as the only institution of the Non-aligned movement (Bockman, 2013, p. 102).

On 2-4 March 1976, 61 representatives of 30 governments, 9 observer countries, representatives of UN and their specialized agencies (UNIDO, ILO and UNESCO) participated in the conference and 23 representatives signed the ICPE Statute with reference to their governments for ratification. The cornerstone of the headquarters was laid and the

building was completed in October of the same year. During the discussions the delegates decided ICPE was to become an international organization, headed by the Executive Director and assisted by two Deputies from different member countries. Four official languages of the Center have been adopted – English, French, Spanish and Arabic.

ICPE Statute came into effect after ratification of 15th member country and informed the depositary (Government of Yugoslavia). ICPE has thereafter signed an agreement with the Government of Yugoslavia, related to the use of premises, diplomatic immunity and the annual fee for administrative and programme areas of ICPE (ICPE, n.d.-b).

It is important to note the two particular subjects concerned with our research that were also discussed at the conference, namely the programme plan and the financing of the Center. Regarding the planned programme activities, Dr Vratuša has presented 9 projects, which have become the basis of the core programme in future years. In regards to the financing, the delegates reached a compromise that the amount of the annual fee is voluntary until a group of experts determine a minimum contribution, based on programme activities for the following two years. In July 1978, the first Assembly was held where the Yugoslav bodies of the Steering committee and the Advisory scientific board ceased to exist as the highest policy-making body of the Assembly elected the Council of 12 members and approved the Center's programme for the next two years. The establishment of the Committee on finance, accounts and staffing (hereinafter: FAS) was proposed at the 8th session of the ICPE Council and adopted at the 9th session of the Council in 1982. At the 10th session, April 1983 the Council empowered the Committee to examine issues related to the work programme and at 11th session, held in November 1983, the Council discussed two options: restructuring the FAS or setting up another *ad hoc* committee, which would deal specifically with strategic/programme matters. The latter was approved. At the 12th session in October 1984, the Programme Advisory Group (hereinafter: PAG) was established by changing the structure from one of *ad hoc* nature to that of a permanent body (ICPE, n.d.-b)

4.3 Shaping and implementing the working programme (1976-1990)

As Dr Vratuša (1984, p. 3) emphasized, public enterprise was chosen to be the main field of interest to ICPE because of the increasing role they had in the execution of the developing countries national development policies and in fostering the technical and economic cooperation of developing countries. The Center's strategic objective was to enhance the performance of public enterprises of material production and industry. Soon this objective included also trade, transport, agriculture and financing. Programme activities were focused on very specific issues and the following subjects became priorities for the future work programme of the Center: Human resource development, Planning, financing in public enterprises, Management of development, transfer of knowledge and transfer of technology in public enterprises, role of the public sector in the national development, role of women as a factor of development and monitoring/evaluation of public enterprise activities.

Research at ICPE was carried out in two directions – on a cooperative basis with national research and expert teams, following an agreed methodology to be able to compare results and also on the basis of commissioned papers and other contributions by experts. Research results have been used in training and consultancy. The goal of training courses has been to produce and upgrade cadres of different profiles, such as managers, planners, controllers, trainers, mainly through seminars at the headquarters as well as in the field.

In 1977, two additional programmes have started as subjects of international cooperation, namely the “Role of Public Sector in Developing Countries” and “Women as a Factor of Development and Responsibilities of Public Enterprises in this regard.” The following activities have been undertaken by ICPE in the same year:

- self-management and participation (preparing methodology, national report, meetings of international board, round table on syndicates, self-management and participation);
- seminar on management and training of cadres in Public Enterprises has been organised for French and Spanish speaking developing countries;
- management of public enterprises (financing and organization) seminar, which involved Ministries of Finance of developing countries and other institutions responsible for public enterprises on the topic of control/monitoring in public enterprises. Another seminar was organised in Mexico on the topic of programme budget and technology transfer;
- planning in public enterprises programme in which research and three seminars on planning and investment evaluation in public enterprises have been executed in Peru, Yugoslavia and in Tanzania, in cooperation with UNIDO;
- research activities and preparation for the internationalization of the project Role of Public Sector in National Economies of Developing Countries.

ICPE has developed programme proposals for financing through UNDP and fostered collaboration with UN agencies (UNIDO, UNESCO) and other regional and international organizations (FAO, ILO). In 1978, programme activities continued intensively and the project on “Management of Development and Transfer of Technology” commenced, which concentrated on developing operational instruments, such as guidelines and manuals for preparation, negotiation, contracting and implementation of Technology Development and Transfer (Vratuša, 1984).

One of very important pillars of ICPE’s strategy is to provide information and new knowledge resulting from its activities to a wide circle of interested audience, including scholars, practitioners and policy officials. Different types of publications were printed, such as case and country studies, series of guides on trainings produced for the Human Resource Development programme and other monographs, commissioned by individual programme series. In 1979, the Center started issuing a herald of its activities, namely the Bulletin. One year later the Public Enterprise Quarterly Journal replaced the herald, consisting of 23 volumes in 2020. Although the majority of publications are in English language, a diversification to other official languages of the Center has been initiated in early 1980s to

expand the reach and make information available for regions, where Arabic, French or Spanish language are predominant in use (Vratuša, 1984).

As observed the needs of non-aligned countries for developing activities in the field of public enterprises were very high and ICPE responded favorably by presenting nine projects already at the Establishing Conference, followed by a clear programme strategy at the first meeting of the ICPE Assembly. The reasons why ICPE gained much prominence so early in its stages of development are multifaceted. Apart from formal support of member countries and active participation of the host country that enabled normal functioning, the ICPE established links with other actors, be it international organizations, other UN Agencies or developed countries, such as Canada, Netherlands and Sweden that were ready to financially support the Center in its endeavors. Additionally the Center's undertakings built valuable results that demonstrated the competence of ICPE's staff to adequately service and facilitate public enterprise performance. Some concrete results of the programme priorities during the first ten years of the Center are listed below.

In the area of Human Resource Development a number of expert meetings were held that produced the training material – three guides on HR planning, assessment of training needs and the evaluation of training in public enterprises. Furthermore, different forms of participative training methods have been adopted, specifically for upgrading the skills of managers and government officials, concerned with management training. Over 200 participants took part in the courses, all held in English or French language. (Vratuša, 1984)

Programme area of Planning and Financing in Public Enterprises produced workshops, expert meetings and commissioned studies on prevalent practices in developing countries that provided valuable empirical data. A comprehensive manual on planning in public enterprises was published and represented an instrument of practical use. Research on issues related to financing in public enterprises yielded studies and monographs in specific topics of internal and external control, financial organization and management. A Package on Consultancy cum Training which included recommendation and proposals on different financial problems was built as a rich inventory that was available for utilization by public enterprises (Vratuša, 1984).

Workers' self-management and participation project was generated as a joint cooperative programme that included participation of national research and expert teams, and as such functioned as a capacity building undertaking. The first phase of the project resulted in national reports from eight countries and one book, titled "Workers' self-management and participation: comparative analysis and recent developments" which presented experiences of 14 countries. Second phase of the project elaborated case studies with in-depth analysis of the situation in a selected public enterprise in developing countries in different social systems, while the third phase consisted of research results and proceedings from Round tables and symposia that were organized in different developing countries (Vratuša, 1984).

A similar approach was undertaken in the field of ownership relations, in particular the project on The role of the public sector in developing countries that has generated country studies on a cooperative basis as well as national reports, which have indicated how different socio-political and economic environments influence the development of the public sector as well as provided a wide variety of approaches, as is the study on the Concept, Classification and Definition of Public Enterprises, which formulated the concept of public enterprises and taxonomy implications. The findings were published in 1981 in a book entitled "Seeking the personality of public enterprises" (Vratuša, 1984).

In 1981, ICPE launched a research-consultancy project OPTIMA (Optimal Performance Through Internal Management Action) which has become the Center's flagship programme for the rest of the decade, being carried out in Africa, Asia, Europe and Latin America (Granada and Tanzania in 1983, Malta, Mexico and Ethiopia in 1985, and Yugoslavia in 1986) as well as at the Center's headquarters. The project also included workshops in countries of Bangladesh, Jamaica, Nepal, Sri Lanka, Somalia and Sudan. OPTIMA was conceived to apply research results in practice through a methodology that includes diagnostic analysis of individual enterprises and developing a performance plan, based on the said analysis. The aim was to improve problem solving skills and decision making capabilities within public enterprises and to assist them in promoting their self-reliance. Activities within this project were organized on the invitation of concerned governments of developing countries and in cooperation with the national management institutions. A two-week course began by preparation of studies on selected public enterprises. Teams of experts, consisting of local and ICPE consultants collected the required data at the enterprises and prepared a national workshop in the second week of the course. A number of studies have been published related to specific problems encountered by the public enterprises in developing countries (Vratuša, 1984).

As we observe the cooperation with other international bodies the Center has been very active in securing their position as a leading institution in the field of public enterprises, particularly after its transformation to an intergovernmental organization.

Between 1980 and 1984 ICPE organized in the framework of the Nationhood programme of UN Council a training programme for Namibian students on Public Enterprise Management and Development Planning. The aim of the courses was to train and prepare young Namibians for management of public enterprises in an independent Namibia. Over 200 participants attended the five nine-month courses on economic development and public sector management and one 18-months course on planning (Vratuša, 1984).

The research project "Women as a Factor of Development" had, as many other ICPE projects a very integrated approach and its interest was not only in the question of women and their activities in community, but also whether the community and public enterprises are ensuring proper conditions for enabling women to play their roles as factors of development within their environments. This project became a focused object of the Non-aligned Movement in 1983, where at the 7th Summit meeting in New Delhi ICPE has been entrusted with

preparation of the study on Role of women in developing countries, to be presented at the UN World Conference in Nairobi in 1985, in the framework of the UN decade for women (Vratuša, 1984).

During the first ten years of operations (1976-1986) the key focus of action was to contribute to the understanding of the role of public enterprises and their contribution to economic and social development, analysis of their operational performance and developing policy guidelines. In this context the center adopted the approach of combining active participation of public enterprise managers, academics and government officials and policy makers with more than 2500 people from over 90 developing countries that participated in the activities. We may observe the programme framework evolved as a response to meet the public enterprise dynamic requirements as well as to develop internal competences through experiential learning. Structurally the Center has established itself as a programme/project oriented organization tackling a broad spectrum of issues of the public enterprise performance in developing countries. ICPE has contributed to the awareness of the need to build requisite theoretical and practical solutions to the problems of public enterprises of developing countries in terms of policy implications and organizational changes. There was a total of 84 meetings (40 in Europe, 10 in Africa, 15 in Asia and 19 in Latin America) only in the period in 1983-1986 (Vratuša, 1984), (ICPE, n.d.-d).

In the following years between 1987 and 1991, a strategy of implementation activities has been developed on the basis of the organizations past performance. As observed above the Center has established its position as a specialized IGO of developing countries dealing with public enterprises on the basis of international research, training, consultancy and information dissemination. By analyzing the needs of member countries the plan of work and activities directly responded to one central objective - improving the performance of public enterprise to make them efficient and economically viable. The strategy was to increase the intensity of efforts in rather specific areas instead of expanding the range of activities. This meant the concentration has been put to larger, long term projects for improving the public enterprise performance. For delivery of services (consultancy, trainings) the strategy was to develop tailor made programmes which cannot be delivered by the developing countries themselves. We outline below the concrete operational activities of the programme areas and projects that were undertaken from 1987 up to the dissolution of Yugoslavia in 1991 and are in part a continuation of programme areas that were developed already in the first 10 years of the Center's activities (ICPE, n.d.-d).

In the programme area of Planning in Public enterprises the activities were related to research: conceptual studies of planning elements of developing countries and their public enterprise sector; comparative studies on autonomy and jurisprudence of public enterprises; specific studies about planning systems and performance contracts in conceptual and operational aspects. Major consultancy activities included 1 long term training project on planning and external governance per year in one country; 1 short term consultancy on planning combined with external governance per year in one country; 1 short term mission

on preparing a strategic plan for a public enterprise per year. The training activities included 1 training programme for public enterprise planners per year and 1 training programme for external governors of public enterprises per year. In the framework of this programme area the publications issued were the Manual on Strategic planning for public enterprises, a book on External governance over Public Enterprises and two video tapes on Strategic planning for Public Enterprises and External Governance of Public Enterprises. Outputs of this strategy produced more than 75 managers per year, 25 public enterprise planners per year and approximately 10 external governors per year having undergone training (ICPE, n.d.-d).

Financing in Public enterprises area aimed at enhancing the ICPE capability to assist public enterprises in developing and implementing the appropriate methods of financial management. Activity orientation aimed at giving priority to issues that were a common concern to several developing countries, mainly through research projects on Pricing Policies, Strategic Financial Planning, Elimination of Waste, Role of Development banks and Impact of External debt on Performance of Public Enterprises in developing countries. Outcomes of this research translated to action plans on eliminating waste in public enterprises, studies on the Impact of External debt on performance in Public Enterprises in developing countries and training/consultancy materials in these fields. A sub-programme in this area was focused on Public Enterprise's joint ventures, with programme activity focusing on research: field research of development performance of Joint Ventures to enable the design of more effective policy oriented activities in selected sectors, transfer of technology through Joint Ventures and their marketing functions. Research outputs presented a base for member countries to improve their policies in the Joint Ventures framework (ICPE, n.d.-d).

Programme on Marketing in Public Enterprises of developing countries aimed to contribute to the overall performance and increased stimulus to economic growth and development of public Enterprises. Activities undertaken equipped the Center in helping national authorities to assess the relevance of critical marketing factors, institutionalizing innovative experiences in marketing and developing skilled and trained work force in different fields of marketing. Research activities explored the areas of product management, public distribution and food marketing, multi-nationalization of public enterprises, marketing planning and strategy formulation, international marketing, agricultural marketing, and problems in industrial distribution (ICPE, n.d.-d).

Within the programme of Human Resource Management the Center provided training and development to top and middle managers and administrators with direct influence on management decisions. The most critical issues identified in this area relate to the relationship between participation, motivation and performance; attitudes and role of trade unions in the implementation of participation programmes (ICPE, n.d.-d).

Long-term educational courses

From its inception, the long-term educational programme organized by ICPE has been a flagship programme for the majority part of ICPE's development in the period of 1989-2015.

In 1988, ICPE developed a one year postgraduate programme for senior and mid-career managers in public sector agencies and enterprises in developing countries in cooperation with the Research Institute for Management Science (herewith: RIMS), Delft, The Netherlands,. The programme was designed to equip the students with competences for increasingly diverse and demanding management responsibilities. The primary objective of this course was to integrate the theoretical framework of Public Enterprise management with practical resolution of problems that are faced by the managers in day-to-day operations on macro, micro and inter-linkage levels. Additionally the structure of the courses concentrated on developing leadership styles, problem solving capabilities and application of management technologies.

Due to reasons, unknown to the author the cooperation between ICPE and RIMS has not fructified and ICPE has established a partnership with the Faculty of Economics of the Ljubljana University (hereinafter: FELU) and launched the International MBA programme in 1989, which produced over 650 graduates from approximately 45 countries until 2015. The benefit of such programme was to bring together executives and policy makers from developing countries for a two-year Master programme, which was conducted in a period of one year in the specialization stream of General Management.

In 1995, ICPE launched its first split location programme, namely the MBA in Petroleum Management that was particularly designed for executives and policy makers of Indian Oil Corporation. The academic partners FELU and the Indian Oil Institute of Petroleum Management (hereinafter: IIPM) delivered the courses at IIPM campus in Gurgaon, India. ICPE organized a study-tour to relevant industrial establishments and international institutions in Western Europe and FELU conducted the thesis defense in Ljubljana. This split programme was offered until 2008.

In the academic year 1997/98 the International MBA programme offered a second module on Total Quality Management in collaboration with Worldwide Quality Management Network based in London. In the same year ICPE in collaboration with FELU and Delhi School of Business (hereinafter: DSB) organized a one year full time MBA in International Marketing with teaching activities being undertaken by DSB in New Delhi and defense of the thesis by FELU in Ljubljana. The programme was discontinued by academic year 1999/2000 when it was not a part of the ICPE MBA brochure anymore.

In the academic year 2000/01 two new specialization streams have been introduced, namely the Sustainable Development Management and E-Commerce Management. The former has been conducted in partnership with International Center for Sustainable Development,

Ljubljana, and the latter with Georgia State University, Atlanta. Students could either choose between a full time studies or opt only for specialization in one of the above modules.

The E-Commerce Management was replaced with Public Policy Management module in 2004 in cooperation with FELU as a response to the increasing needs for efficient delivery systems that require sharper focus on processes of policy formulation, decision-making, regulation, corporate governance, and issues as well as experiences of privatization, liberalization and performance based management.

After a three-year hiatus, the International MBA programme resumed in study years 2013-2015 in partnership with FELU, providing specializations in General Management and Public Sector Management. We observe the programme was redesigned with changes in curriculum particularly in both modules in comparison to previous years, providing new subjects related to energy and environmental economics, innovation management and decision-making systems (ICPE, 2015).

4.4 Shaping and implementing the working programme (1991-2008)

As already determined the Member States' interest for ICPE's programme activities declined in the period following the dissolution of Yugoslavia. In this regard, the PAG in 1992 Council meeting proposed a strategy considering privatization processes that Member States were going into, and aiming for independent objective consultancy as a new pillar to ICPE's core activities. Additionally PAG proposed the main programme activities to be related to human resource management (particularly women in development), macro and micro ownership issues related to public-private interaction, and technology policies and management including transfer of technology within the framework of promoting North-South and South-South cooperation including collaboration with other IOs, especially UNIDO and UNDP. We observe the shift in ICPE's services being focused on transitional economies, particularly in years 1991-2000.

In the framework of Transfer and development of technology (hereinafter: TDT) the following activities were undertaken: Consultancy services that produced a report on Cooperation among developing countries consultancy and engineering organizations for better access and position in the international consultancy/engineering market which was accepted by G77 bodies; a project on Management of technology in the framework of public enterprise adjustment and restructuring programmes in developing countries, which produced a report considering a strategy scenario on a developmental approach to technology management within public enterprise restructuring programmes. Findings of the project were presented at international expert meetings in India, Geneva, UNCTAD and Vienna, UNIDO; In 1994, a seminar co-organized with Department of Public Enterprises on strategies of public sector reform in India was organized at New Delhi and its results were published in the Public Enterprise thematic journal (ICPE, n.d.-d).

In the programme area of Human Resources and Enterprise Development the following projects were implemented: A seminar and publication on franchising in Asia and Europe and workshop on franchising in transitional economies in 1992 and 1993 respectively built a network of national and international institutions involved in development of franchising in transitional economies. Research results were published in journals and ICPE experts assisted in establishment of a Slovenian national franchise association. In the period of 1996-2000 a project on Franchising, entrepreneurship development and employment generation was undertaken on the initiative of the Bureau of Employment of Republic of Slovenia with the purpose to find productive employment for most qualified people who lost their employment recently. Expert group prepared a comparative report on franchising, employment and entrepreneurship development, a research study on franchising in Slovenia and a round table on the existing legal, institutional, social and economic aspects on franchising. Additionally trainings on Franchising in Slovenia were co-organized along with conferences on Franchising in period of 1998-2008, and a round table on cooperation between Macedonia and Slovenia in Entrepreneurship Development in 2000. After 2000, we observe the programme area focused on trainings and entrepreneurial programmes for innovative female founders and development of a general policy framework – training platform and training packages for franchising in ICPE countries (ICPE, n.d.-d).

ICPE in cooperation with UNIDO organized several workshops on Production Management in wood processing for developing countries during the 1990s. A one-week Workshop on pollution abatement in tanning industries that focused on the Danube river countries was organized in 1995. These workshops included ICPE's Member States and were tailor made for their needs related to managerial issues of their wood-processing sector. ICPE. (ICPE, n.d.-d).

In 1998 the Integrated Coastal Area Management for Sustainable Development (hereinafter: ICAM SD) project was initiated after a two week training course to provide relevant and comprehensive information on international activities related to ICAM SD in the light of the host country's strategy to join the EU. The objectives were focused on eco-development education and awareness raising for sustainable development. The programme undertaken involved promotional, training activities as well as scientific research and knowledge transfer for decision-makers and experts on national and international level. We observe other strategic development plans were initiated, i.e. for River Soča basin and for the Slovenian Istria as also preparation of policy recommendation for NATO workshop on coastal management ICPE. (n.d.-d).

Activities in the programme area of Information Management were continuous advancements in the development of information industry and its impact on the performance of organizations. The general aim of these projects was to establish a network of academic, research and business communities in ICPE Member States and other developing countries. In 1994 a research project on restructuring of special libraries into modern information centers was carried out and produced a workshop on Practical information policies for

organizations in countries in transition and survey of over 200 special libraries in Slovenia. Follow up activities yielded three research-cum training workshops and seminars. In 1996, a project on Information support to management development and business education programs executed a workshop on Information and library support to management and business schools in Central and Eastern European and former Soviet Union Countries attended by participants from 16 countries. A one-week pilot training course in the field of use of business information sources was organized in 1998 and attended by 33 participants that resulted in preparation of a Trainer's Manual for organizing and conducting training courses in business information. Some workshops on Market of business information in Slovenia were organized in cooperation with ICPE in 2000 and 2002. After 2000, this programme area was redesigned as Strategic information planning. The key programmes undertaken were related to Policy implications for e-Governance in South East Europe, Public Administration Reforms and the use of Information and Telecommunication Technologies (ICPE, n.d.-d).

In the period of 2000-2009 much focus was given to the long term postgraduate course and organizing international conferences and symposiums: We see the ICPE has also engaged in EU projects, which have significantly supported the programme activities of the Center, particularly in the timeframe of 1998-2009. ICPE has contributed to production of training packages and e-learning tools in the "Training of new self-employed persons" course and developed a project on "Evaluation of advanced tele-learning systems." We observe ICPE tried to position itself by organizing several conferences, symposia and joint projects, such as: Joint project with UNESCO on Information literacy and life-long learning in 2005; International Conference on Small and Medium Enterprise (hereinafter: SME) Lending for Bankers and International Symposium on Emerging Multilateral Trading System & WTO in 2007 and EU-Eastern Business Forum in collaboration with International Trade Centre in 2008 (ICPE, n.d.-d).

4.5 Implementation of the working programme in recent years since 2009

We examine the implementation of the programme activities undertaken in the last ten years as per the programme areas proposed at the 49th ICPE Council in 2009, which elected new leadership who envisaged continuation of existing programmes while evaluating their quality; reinvigoration of the Member States' role in relationship with ICPE by preparing country specific programs, fostering capabilities for networking with international players and transferring best practices between Member States and other interested stakeholders.

The key activities undertaken in the period since 2009 relate to organization of international conferences and high-level seminars. We find the niche of public sector development to remain the focus of ICPE's events with new emphasis given particularly to energy efficiency, Public private partnerships (hereinafter: PPPs) and economic diplomacy.

The ICAM SD project led by Dr Anton Vratuša culminated in two-days International Conference on Integrated Environmental Management of the Adriatic/Mediterranean Black

Sea Coastal Areas and the Danube/Sava River Basins in November 2010. The panelists were discussing law, social responsibility and practice regarding waters, international water strategies, case studies of integrated water management, waters and tourism, waters and transport and presented specific projects in the field. The activities continued in partnership with International ECPD Institute for Sustainable Development, Urban Planning and Environmental studies in 2011 were related to assistance in monitoring of working groups and organization of a round table on Integrated Management of Protected Areas – case of Nature Park Goričko. In 2014 ICPE issued a thematic edition of Public Enterprise journal titled Integrated Management of Protected Areas, followed by a round table on Integration of Protected Nature Areas in the Spatial Planning and Decision Making process, in partnership with Association of Nature Parks of the Republic of Slovenia and Pomurje Chamber of Commerce and Industry (ICPE, 2010a).

The International Symposium on Future Challenges in Public Sector Enterprises under the patronage of Ministry of Finance of the Republic of Slovenia held on 7-8 November 2010 brought together experts, policy makers and panelists representing 9 countries on 5 continents who shared their opinions and specific country experiences on public enterprises issues. The objectives of the conference were to raise awareness of all concerned stakeholders on the importance of the public-private dialogue for overcoming the difficulties with economic, public and political nature of PSE activities, to analyze the PSE corporate governance and social responsibility policy frameworks aiming to identify best PSE practices as benchmarks for evaluation and to influence policy making by providing opinions and conclusions about repositioning of public sector enterprises as a service global welfare and human development improvement (ICPE, 2010a).

In September 2011 a High level meeting of State Ownership Authorities “State as an owner - ownership policy, execution of state interests and fostering of public-private dialogue” was organized in Ljubljana. The meeting aimed at providing contribution for further discussions on reforms on public sector by bringing together representatives of ministries, governmental organizations and agencies that are responsible for governance of public sector enterprises in their countries’ system of state ownership function and organization (ICPE, 2011).

In 2012-2013, the Center organized three conferences that were specifically related to energy efficiency: an International Conference on benefits and challenges of public private partnerships for improving energy efficiency was organized in cooperation with Knowledge Economy Network, Brussels and with support from UNIDO. Over 95 participants from 17 countries attended the conference in Ljubljana that aimed to identify tangible means of dealing with challenges in the energy security and efficiency through the PPP practices. A follow up two-day international conference was organized in April 2013, hosted by UPLIFT development foundation in Abuja, Nigeria that brought together over 700 representatives of national authorities, IGOs, NGOs, academics and experts. In November of the same year a third conference, titled “Energy Efficiency and Energy Saving technology: the present and the future” was co-organized in cooperation with International Congress of Industrialists and

Entrepreneurs in Ljubljana and has seen attendance of over 70 people from more than 20 countries (ICPE, n.d.-a).

In January 2014, a two day International Conference “PPP – The need of the Hour” was organized in Hyderabad, India in partnership with Institute of Public Enterprise that examined and addressed issues and challenges of PPPs, shared case studies of countries experience, drew lessons from best practices and suggested measures for successful implementation of PPP projects (ICPE, n.d.-a).

To commemorate 40th anniversary of ICPE the Center organized an international conference: “Corporate Social Responsibility: The good outweighing the costs” in partnership with FELU and Department of Public Enterprises, Ministry of Heavy Industry and Public Enterprises, India. Between 2009 and 2014 ICPE organized three international conferences on Economic Diplomacy (hereinafter: ED) and Internationalization. A two-day seminar at ICPE headquarters in November 2009 titled “New Commercial Diplomacy: Open the door to a trade and investment driven recovery” brought together 80 participants from 40 countries. The aim of the conference was to address current challenges and opportunities faced by governments, businesses, chambers of commerce and other stakeholders as they seek to enhance their commercial policies to make their countries more attractive to foreign investors and gaining better access to foreign markets. Best practices in Brazilian, Indian, Italian and Japanese commercial policies were presented. Second two-day conference was co-organized by Ministry of Foreign Affairs of the Republic of Slovenia and the Chamber of Commerce and Industry of Slovenia in June 2013 and was attended by approximately 170 participants from over 30 countries. Aim of this event was to present conditions, necessary for successful functioning of ED and also different models of effective ED and relations between the diplomatic network and business, as well as construct strategies to achieve the goals of internationalization of national economies. Proceedings of the conference were published in a thematic issue of the Public Enterprise Journal. In June 2014, ICPE organized the third conference in partnership with Ministry of Foreign Affairs of Bosnia and Herzegovina, Foreign Trade Chamber of Bosnia and Herzegovina and in cooperation with the Ministry of Foreign Affairs of the Republic of Slovenia in Sarajevo. The topics at the conference, attended by over 100 participants covered ED and internationalization of national economies, particularly in Bosnia & Herzegovina (hereinafter: BiH) and were published as proceedings in a thematic issue of Public Enterprise journal titled Implementing ED and Internationalization. Organization of these conferences defined a new pillar in recent ICPE’s development that show the Center’s commitment to bring together states and enterprises and enable a platform for different stakeholders to increase their cooperation with concrete support of ED for accomplishment of joint projects in the region (ICPE, n.d.-a).

Since 2012, ICPE is taking part in co-organizing the International Conference Africa Day in partnership with the Ministry of Foreign Affairs of the Republic of Slovenia, Club of Former Slovenian Ambassadors, International African Forum and the Chamber of Commerce and Industry of Slovenia. The annual two-day event has initially been hosted at the ICPE

headquarters but has since moved to a larger venue. The main advantage for ICPE in cooperating in Africa Day is to widen its recognition amongst the representatives of African countries. ICPE has access to meet and discuss with high level officials from African countries about possible future cooperation.

Apart from the above mentioned engagements in organizing international fora and high level meetings, ICPE has been active in positioning itself in conducting regional events as also fostering cooperation with international institutions through workshops.

Since 2010 ICPE hosted several round table discussions (hereinafter: RTDs) and workshops on relevant topics, which are listed below in chronological order (ICPE, n.d.-a):

- January 2010: RTD on the agreement reached at the December negotiations in Copenhagen and its consequences,
- February 2010, RTD on the role of transparency, accountability and business ethics in professional as well as personal relations,
- January 2011, RTD on the role of anthropology in international business,
- March 2011, RTD on Social Responsibility as an alternative economic patch,
- November 2011, RTD on Regional cooperation and European integration,
- December 2012, RTD on the software industry and social economic benefits to the national markets in developing countries, in partnership with UNCTAD,
- September 2014 RTD on trends and developments in IT support systems of Civil status registration, in partnership with Interact4c,
- October 2014, a workshop on Non-tariff measures in World Trade, in partnership with UNCTAD,
- September 2017, an Executive Workshop on Bridging the Digital Innovation Divide: Fostering Digital Entrepreneurship and Start-up Ecosystem, in partnership with International Telecommunication Union (hereinafter: ITU).

ICPE was involved in the 3-year EU Leonardo da Vinci project, which in its development-oriented agenda assisted young businesses in seven participating countries and concluded in September 2011. ICPE has started to build the stakeholder network in Slovenia by fostering the dialogue among European young businesses/SMEs specializing in the services sector. ICPE focused on the development of franchise support tools in order to assist Slovenian and South-Eastern European franchise companies in improving/starting their franchise business (ICPE, 2011).

Short term training and educational programmes

Apart from the long-term International MBA programme, ICPE has been conducting short term programmes for public officials of its Member States. We observe such format of trainings has developed in mid-2000s due to increased cooperation with autonomous training and educational institutions of Member States through Memorandums of Understanding that

enable implementation of such courses. Programmes are customized and tailor made to the needs and requirements of the sending institutions. ICPE has developed strong connections to academic, research and development institutions as well as with other national and international bodies, which we attribute to its rich heritage as observed. It is imperative to point out the support of the host country in execution of such trainings as it grants access to high-level policy makers and public officials for enabling exchange of good practices and transfer of knowledge. The duration of the training normally ranges from one to four weeks, although there have been shorter courses in the length of one or two days. Due to the excellent geostrategic position of the host country, the courses in length of more than one week normally cover study visits to neighboring countries like Austria, Croatia, Italy as also Belgium and Switzerland. Programme is structured to combine academic lectures, study visits to selected institutions and governmental agencies, exposure visits to enterprises as well as workshops to solidify understanding of individual topics. Below we observe the areas covered by trainings in more detail (ICPE, 2019c):

Budgeting, Accounting and Financial Management in Governmental Sector: The main objective of the programme is to present the key issues in budgeting, accounting and financial management as an integrative system of overall management of public administration emphasising the interconnectedness with all fields of internal activities and external environment and its impact.

eGovernance: The training incorporates the concepts of governance, good governance and ICT solutions, where the participants visit some of the most relevant, innovative and successful institutions in the field and explore opportunities for transfer of technology and best practices. The participants also take part in an intensive practical training that includes individual project work, focusing on the following pillars of eGovernance: eGovernment, eDemocracy, eBusiness, eEducation & eResearch & eCulture, eHealth, eJustice, and eSecurity.

Governance: The goal of the training is to provide exposure to current European practices selected fields as per request of the partner institution, providing the participants with an insight into public policy and latest trends in public administration and governance. Within this area, ICPE conducts executive trainings on civil registry, defence, leadership and internal audit.

Climate change and Energy efficiency management: The key objective of the training is to introduce the current issues of climate change, a global phenomenon influencing greatly a wide range of international and national economic and political decisions and enhancing a number of mitigation and adaptation initiatives. The participants are exposed to the scientific, economic, policy and social impacts and approaches to climate change, climate science, energy policy, greenhouse accounting and clean technologies in order to ensure a first-hand experience of the execution, monitoring and evaluation process of successful projects and the latest trends in climate changes management.

Transport, Energy and Environment – Clean Technologies and Policies: The goal of the training is to understand, critically assess and design effective environmental policy strategies in connection with (public) transport issues. The programme brings together the latest innovations in transport management (logistics, fleet management), policy issues (governmental strategies and actions, EU regulations etc.) as well as in product development (telematics), and the latest innovations in energy use efficiency and renewable sources of energy.

Wastewater management: The goal of the programme is to provide a new approach to wastewater management and to deal with the issues in an environmentally conscious manner. In wastewater treatment, mechanical, chemical and biological processes are required in order to efficiently eliminate undesirable pollutants and potentially harmful pathogens. The topics surround types, sources and characteristics of wastewater and its effects to the environment in particular grey and black waters; municipal, industrial wastewaters, landfill leachate; storm water runoff, health risks; effective water waste management – policies and instruments for an integrated approach.

Apart from the already established programme area schemes seen above, ICPE also conducts capacity building trainings and executive programs in partnership with other national and international institutions. In cooperation with UNIDO, ICPE hosted in 2013 and 2014 a one-week development training for 25 young professionals (academia and business) in the field of sustainable energy solutions – technologies, trends and policy options. The programmes joined participants from 18 and 23 countries respectively and consisted of a dynamic input of lecture-based and participatory teaching methods supported by field visits to green enterprises in the region (ICPE, 2019c).

Intense cooperation with academic partners from Member States resulted in a tripartite International Certificate Program for the Women Executives of Central Public Sector Enterprises, India, held at Administrative Staff College India for two months and at Faculty of Economics for one month in November/December 2014 with 23 participants attending the course. The objective of the training was to enhance the participants with additional competence and capacities related to assuming leadership role responsibilities and provide structured as also practically oriented inputs.

In the observed period from 2009 until 2019, ICPE conducted in total 51 short term training and educational programmes for approximately 1.000 public officials of its Member States and other professionals in developing countries (ICPE, 2019c).

4.6 Member States

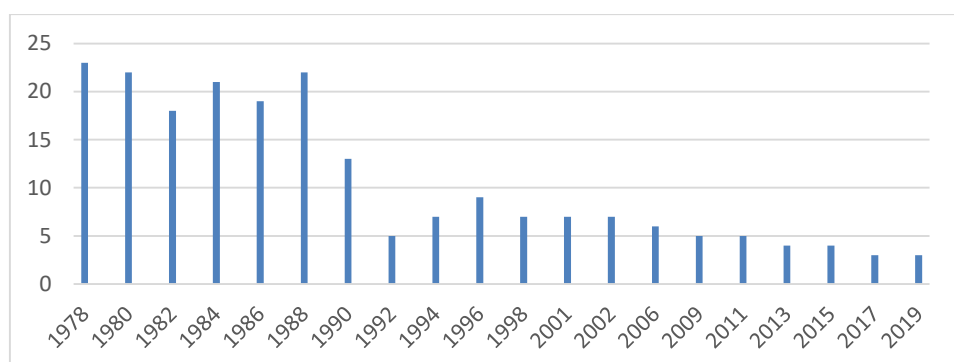
We have observed the ICPE establishment conference in 1976 saw the signing of its statute by 23 founding member countries, namely: **Algeria**, Bangladesh, Bolivia, D.P.R. Korea, Cyprus, Ethiopia, *Ghana*, **Guinea**, **India**, **Iraq**, Jordan, Kuwait, *Mali*, Malta, Morocco, Panama, **Sri Lanka**, Somalia, Sudan, **Tanzania**, Tunisia, Yugoslavia and Zaire (since 1997 **Democratic Republic Congo**). By the first session of the Assembly in 1978, additional 9

Member States joined: A.R. Egypt, Cuba, **Congo**, **Guyana**, Mexico, Namibia, Peru, Syria and **Zambia**. Representatives of underlined Member States signed the statute, however the governments of these Member States ratified the statute later in 1980s. Representatives of Member States in *italics* signed the statute, but research shows they have not ratified the statute and accordingly are not treated as Member States (ICPE, n.d.-b).

By 1990 the following countries gained membership in the Center, namely: Cameroon, Colombia, Costa Rica, D.R. of Vietnam, Ecuador, Indonesia, Kenya, Libyan A.R, Mauritania, Nepal, Pakistan, Philippines, Seychelles, Uruguay, Venezuela. Albania, **Bosnia & Herzegovina**, Malaysia, **Former Yugoslav Republic of Macedonia (North Macedonia)** and **Slovenia** joined during 1990s and in 2011, **Angola** became the latest Member State in the ICPE that currently has 14 members (written in bold above) and had a total of 51 Member States in the course of its history. The calculation includes SFRY and countries that have joined ICPE after its dissolution (ICPE, 2020).

Below we observe the Table 1 that shows the Member States attendance at the ICPE Assembly sessions since its establishment.

Table 1: *Attendance at ICPE Assemblies*



Source: own work based on ICPE Executive Bodies Reports 1976-2019

A very serious downfall in attendance is observed after 1990, which is a consequence of the decreased interest in the ICPE that may be attributed to the global paradigm shift and transition to market economies that occurred in the aftermath of the Cold war in general, and to dissolution of SFRY in particular.

In this period, we also observe a decrease in interest by non-members, i.e. developed states and other international organizations that were participating at the ICPE executive bodies meetings as observers.

4.7 Financing of the ICPE

This chapter discusses the financing of the Center as entailed by the ICPE statute. We begin by providing historical background and examining the available reports of ICPE Assembly

and Finance & Staffing Committee meetings that contribute a detailed insight on the matter, particularly relating to the membership contributions, which comprise an essential source of revenue for the functioning of the Secretariat.

As elaborated in the chapter on ICPE's origins and establishment, the Yugoslav authorities provided extensive support for launching of Center's activities. Successful operations of a newly established Center were high on the agenda of SFRY interests and the Council on International Relations proposed to the Federal Executive Council to assist the ICPE in financing as well as with building the headquarters and continue with the non-financial support of transforming the Center in an intergovernmental organization. In 1975, the Federal Administration for International Scientific, Educational, Cultural and Technical Cooperation of Yugoslavia secured additional financing in the amount of 920.000 Yugoslav Dinars and Boris Kidrič Fund another 300.000 Yugoslav Dinars for Center's operations and the Federal Executive Council of SFRY approved 12 million Yugoslav Dinars for partial financing of the first phase of construction of the headquarters. Additional 2.300,700 Yugoslav Dinars were released from the Yugoslav budget reserve in 1976 to reach 50% of the first phase of building. Remaining 50% was covered by the Executive Council of Socialist Republic of Slovenia, which proposed to the Federal Executive Council to finance the second phase of construction in its entirety. Second phase of construction began when ICPE's international leadership was established during the first session of the ICPE Assembly in 1978, by which time Yugoslavia had invested over 5 million USD in ICPE and agreed to transfer the management of the building and all its equipment to ICPE for the symbolic amount of 1 Yugoslav Dinar per year (ICPE, n.d.-b).

The first session of the Assembly also adopted the classification of Member States of ICPE for Assessment of regular annual contributions for the financing of the Center, in five groups as per the Criteria for membership contributions scale, which was endorsed at the Establishing conference. The scale considered GDP at current prices, *per capita* national income, population in millions and the UN scale: I Group (50.000 USD), II Group (30.000 USD), III Group (20.000 USD), IV Group (10.000 USD) and V Group (3.000 USD). At the second session of the ICPE Council in 1979, the delegates had considered the financial situation of the Center as to the costs that were increasing on a yearly basis. Yugoslav delegation announced the increase of its contribution by 25% and invited other Member States to do the same. An expert group was created to draw up a proposal to the next Assembly for enhancement of the annual contributions. Second Assembly session in July 1980 adopted in principle the proposal of the Council a decision to increase membership contributions by 30% effective with year 1980. The new scale was calculated as follows: I Group (65.000 USD), II Group (39.000 USD), III Group (26.000 USD), IV Group (13.000 USD) and V Group (3.900 USD). At this point, we need to clarify the Center started to collect membership contributions in the same year (ICPE, n.d.-b).

We observe serious negative developments in the area of membership contributions at the next ICPE Council in 1981, where the then Director General pointed out the non-receipt of

the contributions on a timely basis and concern over the outstanding membership contributions. The Council recommended to member countries to pay their contributions in one or two installments by 30 September each year and emphasized clearing past dues. The Council took note of the adopted decision by the Assembly to enhance the membership contributions by 30 percent, in respect to compensate for additional costs and inflation and recommended to member countries that their governments should communicate the acceptance of the increase effective from 1981. The Council proposed to the Director General that the automatic system of adjustments of annual contribution may be introduced at the next meeting of the Council, in order to keep up with inflationary trends and practices followed by the UN. Additional recommendation was given to the leadership of ICPE to intensify the drive for further membership as per our research. Records show a proposal for reclassification of Criteria for membership contribution scale was presented to the Assembly in 1984, however no concrete action followed (ICPE, n.d.-b).

The annual contributions establish the financial basis of the institutional budget while the programme budget depends on project/programme funds from either interested national or international funding agencies, or contributions by beneficiaries. For example, the UNDP approved 121.000 USD already for the years 1975 and 1976. In addition to the membership contributions the Member States covered in full or partially the local expenses incurred when hosting the ICPE's programmes as well as for studies, prepared by local researchers. The strategy ICPE had undertaken in 1980s was to secure additional funds from international sources, in addition to those received from donors, supporting concrete activities of ICPE, such as UNDP, UNIDO, OPEC Fund and developed countries, particularly Sweden and Netherlands. Additionally the Endowment Fund has been established as an important pillar of financial stability and self-reliance of the Center. Augmentation of this fund was made so the accrued interests would be utilized as seed-money for programme purposes. Processes to generate additional financial resources have been interconnected with the Center's activities and have included (ICPE, n.d.-c):

- development of programmes and projects on a self-financing basis that cover their costs and contribute to the programme budget of the Center,
- development of specific programmes/projects in consultancy, training, information activities and research for submission to national and international funding agencies,
- development of alternative modes of cooperation with national and regional institutions (affiliate membership for enterprises), including network arrangements and cost sharing,
- and raising voluntary donations and contributions to the Endowment Fund.

These activities however have not been fruitful enough to save the Center from the financial downturn. Second half of the 1980s has shown a serious decline in paid contributions by Member States as well as by other supporters to the Center, whose interest for cooperation diminished as the world was approaching the end of Cold war and the new wave of privatization. By the time of dissolution of Yugoslavia in 1991, the total revenues from membership contributions, which counted for over 50% of the institutional budget in the

1980s, dropped to 31 % and to 9% in 1992. This alarming situation called for a special appeal to the member countries with outstanding arrears, although some of the members were facing serious financial distress and were not able to recover the payment. During the 1990s, the financial situation of the Center has not improved as far as membership contributions were concerned. The Center had to rely on implementation of projects, which were funded by various grants by developed countries, funds and EU funding schemes. In 1998, the Kingdom of Netherlands rescinded their financial support to the Center on account of lack of deeper involvement of member countries and for want of tangible results. By 2001, a marginal deficit in the Institutional budget was shown, however the total balance was positive due to the Endowment fund, from which no funds were drawn since 1996. Another difficulty that related to the financial position was collection of unpaid contributions by ex-Member States that withdrawn without clearing membership dues as per their statutory obligation. It is hereby noted that inactive Member States may not be inclined to withdraw particularly because ICPE could try to recover the dues through legal action. At the same time we find ICPE has not been successful in recovery of unpaid contributions in the past (ICPE, n.d.-c).

We observe the recommendations of FAS Committee in 2005 to initiate discussion on increasing the annual membership contributions were accepted by the Council. (ICPE, 2005). In 2011, the Council adopted new criteria for membership contributions that are scaled as per the UN scale of assessments for years 2007-2009, which derives from comprehensive and comparable data for gross national income. Gross domestic product *per capita* and country's population have also been taken into consideration, as well as weighing in the economic circumstances in each Member State. The scale is as follows: I Group (150.000 USD), II Group (80.000 USD), III Group (40.000 USD), IV Group (20.000 USD) and V Group (10.000 USD) (ICPE, 2019b). We find that the current scheme of membership contributions may not be appropriate, particularly in regards to the payment discipline of majority of Member States throughout the Center's existence as well as according to the trends that are visible in other IOs, which concludes that the model of the membership contributions should be reassessed.

4.8 Cooperation with other international organizations

One of the key elements for international affirmation of the selected organization is fostering cooperation on a supranational level with other IOs. We have observed how ICPE has engaged in collaboration with UN agencies (UNDP, UNCTAD, UNESCO and UNIDO) and others (FAO, ILO, ITU, OFID, WB and WTO) in the past, when the mentioned agencies were providing financial, technical and professional support. We also note that there were several attempts to reignite close cooperation with other IOs in the period after 1990, however it is difficult to compare project based relationships and providing executive support in terms of finances, as it was the case in the 1980s.

Below we highlight recent interactions that may be useful in shaping joint projects in the future (ICPE, 2019a).

In 2009, the EU-India summit as well as the EU-Brazil summit both noted the work carried out by the Center within the UN framework by promotion of cooperation in the fields of entrepreneurship, SME development, corporate governance, trade and knowledge-based society through research, training and consultancy.

UNIDO and ICPE signed a Memorandum of Understanding in 1979, a Relationship Agreement in 1988 and a Joint Communiqué that followed in 2013 to intensify the cooperation. Priority of cooperation is given to practical approaches in the field of industrial development, transfer of technology and resource efficiency through capacity development aiming to achieve effective industrial policy, socially responsible management and evolution of PPP models in developing countries. As we have observed there is a long standing history of cooperation that may evolve in annual workshops and training seminars on emerging issues in sustainable development and energy efficiency.

In 2012, ICPE became a member of the ITU-D (Development) Sector and may provide support to IT based projects, related to digital transformation of public service delivery.

In recent years the ICPE has signed some Memorandum of Understandings (hereinafter: MoUs), particularly with academic and training institutions in India. At the same time it is to be noted that within the period of 2009-2019 more than 20 MoUs have been signed with other institutions in Europe and particularly in the host country (ICPE, 2019a).

4.9 Challenges and management of ICPE

This chapter provides an insight to the recent work of the sessions of the governing bodies of ICPE Council in the period of 2009-2019, accompanied by deliberations by FAS and PAG which help us understand the main issues and proposals for improvement related to financing, human resources, membership and programme activities. Relevant archive documentation for the period of 1991-2009 is not fully available to the author, hence we focus on relations between Member State governance and management of the Center in the period from 2009 onwards. We also introduce some deliberations by the ICPE Assembly albeit scarcely, as per our observations these sessions do not have much relevance in terms of strategic concerns related to our research.

We wish to observe how the management of the Center realizes the Council's guidance and translates their motions regarding financing and programme activities into goal-oriented results. Additionally we discuss propositions by the leadership of ICPE to its governing bodies with respect to the difficulties that occur in the process of implementation. Below we present the key discussions by Member States and reflect on the actions undertaken. We

specifically focus on the issues related to membership dynamics, financing, human resources and development of programme activities.

In 2009, the Presidency of the Council (held by Republic of Slovenia) assessed the activities of ICPE to be successful in terms of continuation of programmes that are the backbone of the Center, particularly the International MBA programme as well as regarding forming new partnerships with IOs, international and national partner institutions. The Presidency affirmed the importance of implementation of traditional activities and forging new partnerships as being a key expectation also in the future. Additionally it argued that only a programme that reflects the needs of Member States will provide a solid basis for development of the Center as a think-tank and may lead to an expansion of the membership. Furthermore, the presidency announced its contribution to programmes with initiatives relevant for the development of the host country and other Member States of ICPE.

Representatives of the Council elaborated further on the deficiencies that need to be addressed by the management of the Center, related to human resources, scope of programmes, increasing active membership and other modalities, relating to legal status and the infrastructure of ICPE (ICPE, 2019b).

We observe from the discussions at the 2009 meetings the issues raised by representatives of Member States are closely connected to the general problems concerning the revitalization of ICPE, related to increase of active membership, new programmes and its organization. As a new leadership was elected in 2009, we try to assess the above-mentioned concerns by analysing the proposals to the Council in 2010 and 2011, presided by the Government of India. The Council President suggested to the leadership in 2010 to select top priorities relating to the strategic programme objectives and the leadership announced to pursue:

- work on relationships with Member States (through preparation of joint action plans) and acquiring new members by preparation of tailor made country plans;
- developing programmes on Public Sector Enterprises (hereinafter: PSE), creating an IT hub on PSE.

Additional proposal to the leadership by the Council president was to develop programmes with EU and other IOs. To enhance the human resource capacity at ICPE the leadership internationalized the team by acquiring researchers and trainees on internship base. A new post for an employee from Member States (apart Slovenia) was to be issued in 2011, and additional incentive was the introduction of benchmarking salaries to the UN scale in amount of 70%, that was to be implemented gradually as per financial condition of the Center and remain competitive with local market salaries. The main challenge of leadership in this regard is to attract high quality professionals from Member States as well as young researchers. An ICPE incubator was formed where recruited students carried out research in fields of international relations, business and economics. An incentive for employees is seen in possibilities of progress along the new salary scale, which may create a long-term

commitment and loyalty to the institution. In terms of financing the leadership of the Center improved the material position of the Center by reduction of expenditure, which was a result of a reached agreement with the host country related to the seat of the Center. Regarding membership contributions, it was suggested to the Member States in 2010 FAS meeting that the arrears may be settled through participation of Member States and their agencies in ICPE's programme activities (ICPE, 2019b).

We observe that by 2011 meetings the leadership has taken considerable measures on the strategic objectives, which relate to the above priorities. ICPE leadership established contacts with ambassadors from 30 countries, organized a round table on ICPE's development for Member States and future Member States and a meeting of Honorary Consuls in Slovenia. Activities resulted in a signing of a Memorandum of Understanding with the Ministry of Economy of Angola, which defines the range of activities and a plan of action for achieving established objectives. On the recommendation of the Council the Assembly in 2011 adopted the proposal for Angola to become an ICPE Member State. Regarding the realization of the programmes we note that some planned collaborations had to be discontinued due to financial constraints, while the existing International MBA programme underwent a restructuring. Additionally the management engaged in preparation of MoU's with Member States. One such MoU was signed with Government of India in 2010 and one Memorandum of Cooperation with Government of Slovenia in 2011. The documents envisage a joint action plan of services for the needs of both Member States (ICPE, 2019b).

In early 2012, the then leadership of ICPE has resigned and a new candidate proposed by the host country at the extraordinary Council session was confirmed at the extraordinary Assembly session in March 2012 and took the acting charge of managing the Center's affairs until mid-2013 when the mandate of the previous Director General would have lapsed. We note the change of management is closely connected to difficulties in realization of the strategic priorities set out in 2010 Council session. We further point out that the mandate of the Acting leadership was extended beyond the 2013 Council and Assembly sessions until mid-2015.

The acting management presented to the 2012 extraordinary Council the short term objectives that it would carry out as continuation of the already established strategic priorities, focusing on the implementation of projects, based on the signed MoU's with the Member States India and Slovenia, attracting new Member States and initiate partnerships with other international organizations. It also decided to focus on niche fields of activities that may not be covered well enough by other IOs, particularly sustainable development, CSR, women in senior management and innovations in public enterprises/administration. In regards to the ICPE headquarters the Acting leadership stressed the importance of renovating premises which are crucial for normal daily operations as well as for raising the level of quality in provision of services. In regards to personnel the Acting leadership pointed out that it is necessary to have an internationalized staff, however the number of employees

should depend mostly on the available financial resources. Additionally it argued that project-based recruitment principles should be applied when considering staff enlargement. With respect to financing of the Center the leadership presented alternative means to attract resources, apart from membership contributions, tuition fees, services and donations: Attracting corporate entities for sponsoring international conferences, address regional development banks for financing research and participating in EU tenders particularly related to financing of scholarship and research (ICPE, 2019b).

The Council representatives met again at a regular session in September 2012 to see the 6 month advancement in line with the projections drawn by the Acting leadership. The host country expressed its support to the activities undertaken and informed the Council on fulfilling its financial obligations towards the Center. It also announced the Government of Slovenia will appoint the Inter-ministerial group for implementation of the MoC and annual action plans. Presidency of the Council addressed the necessities relating to the improvements in ICPE infrastructure and pointed out a broader range of activities is to be undertaken apart from short term programmes as for ICPE to be able to maintain its costs, related to salaries, maintenance and physical rehabilitation of the premises. Due to the severe economic crisis in that period the austerity measures prevented the host country to make other commitments and the representatives of the host country informed the Council that they would discuss the issues with its Government. Furthermore, the Presidency noted the low attendance by Member States at the ICPE meetings and pointed out transparency in ICPE functioning is required to gain confidence of other members. The Council adopted the proposal by FAS in view of the demanding financial conditions that all Member States who would pay their contributions for 2012, will be waived for unpaid membership fees up to and including 2011. This would enable inactive Member States to use the paid contributions for participation in ICPE programmes (ICPE, 2019b).

In 2013 the Council met for a regular session and discussed the issues pertaining to the declining financial position, the necessity to rejuvenate the ICPE statute, improving the state of the premises and managing human resources, particularly the academic staff or lack of thereof. The Center's programme deemed renewed facilities for its execution and the host country has provided its support in this regard. It was also noted that the financial decline could be attributed to non-payment of membership fees by some Member States. The Presidency urged the Acting leadership to find new sources of income and make cuts in expenditures in human resources. At the same time, it noted the academic staff at ICPE was virtually non-existent. A difficult challenge emerged for the leadership to operationalize cuts in expenditures while trying to improve the academic profile in the secretariat. At this point we argue that ICPE is not a de facto academic institution, and along those lines the representatives of the host country supported the proposal for ICPE to engage a bare minimum of academics, subject to availability of sufficient financial resources, while also exploring other possibilities of engaging PhD students and retired professors (ICPE, 2019b).

In 2015, the host country was elected as President of the Council and the new leadership was formed with a nomination of the candidate for post of Director General by the Government of India. Representatives of Member States have thanked the outgoing Acting leadership for the productive work and delivery of programs despite financial drawback, which was still present. Representatives also expressed their wishes towards working more closely to deepen ICPE's future agenda, i.e. the representatives of the host country announced proposals for future joint activities. With respect to the finances it has been proposed to the Council that ICPE should use its competitive advantage of having experience with public sector and state-owned enterprises in developing countries and press the Member States to use funding from other international organizations to co-finance their participation in ICPE activities (ICPE, 2019b).

The newly appointed leadership has presented its vision for ICPE to be recognized as a leading institution in the field of enterprise promotion in transitional and developing economies and a reference model organization for higher education and trainings provided and excellence catered. The main challenges the leadership envisaged to overcome were directly connected to avoiding impending insolvency, remaining relevant in a fast changing world and engineering self-sustaining growth. The strategic plan for these challenges as envisaged by the leadership was a fiscal consolidation of the Center in 2015, reducing activities with net financial outflows, focusing on increasing core revenue generating activities in the areas relevant to the Member States to induce growth and place the Centre on a self-sustaining trajectory by 2018, particularly through sponsored training programmes. In terms of membership the new strategy was to build better connections with decision makers in inactive Member States and persuade them to participate actively in the activities of the Center as also meet the decision makers of potential new Member States to persuade them to join. In terms of programmes ICPE would cooperate more with other IOs, such as UNIDO, UNCTAD, OFID, ILO, ITU if it will lead to financially sustainable joint activity, revamp its post-graduate MBA programme as also its publication Public Enterprise. The new leadership emphasized the strategy is based on the expectation that more Member States will pay their annual contribution in time and that the support of the host country would continue to increase (ICPE, 2019b).

The Presidency of the Council being the host country has expressed its support to achieve the goal of attracting new members also through its diplomatic channels via Ministry of Foreign Affairs. Host country also affirmed it sees ICPE as an institution with a potential to revive its role as a hub of excellence in public enterprise management and serve as a network for transfer of best practices among Member States and fostering the dialogue between public and private sector. Representatives of the Council have shared the sentiments of the Presidency, echoing in particular their commitments to support ICPE's future endeavors. The Assembly presided by Member State Bosnia & Herzegovina has in its session elected the new Director General for a term of four years and expressed their wish for ICPE to be efficient in its work (ICPE, 2019b).

In the Council session of 2017, the host country retained the presidency and the leadership presented the report on programme activities and other institutional matters, particularly relating to the financing of the Center. It may be observed that the Presidency has not been satisfied with the efforts regarding the programmes undertaken in last two years, particularly because of focusing predominantly on the short-term courses while not enough emphasis was given to the long-term course and ICPE becoming a platform for international cooperation (ICPE, 2019b).

The leadership estimated that the ICPE's financial position has improved substantially since 2015, which was noted by the Council, and such programmes that may incur more cost than revenue could be taken up to increase visibility and recognition of the Center. We observe that the expectation of the Presidency regarding the long-term course is high on the agenda of the host country's interests. Representatives of Member States agreed that internationalization of this organization is the key for its revival and a closer cooperation is required between ICPE and Member States particularly in terms of their needs to increase their participation and creating added value. Relating to the institutional setup the leadership suggested a merger of the two working FAS and PAG committees to Programmes, Accounts and Finance Advisory group. This is important for ICPE to acquire further guidance from its Member States and meet twice a year instead of once every two years. Representatives agreed that dialogue of all Member States is important also to foster transparency and avoid bilateralism. Majority of the representatives supported the motion, while one Member State stated to consult with its government on the matter. Additionally the leadership explained the methodology for determining the annual assessments and proposed a waiver of arrears for one Member State. We observe no decisions have been adopted in this regard. The Assembly held on the same day decided that Member State Bosnia & Herzegovina retains its presidency until a new President is elected (ICPE, 2019b).

In the Council of 2019, the host country has initially stated that ICPE should play an important role in technological and economic view and that efforts must be taken to increase the Center's visibility by offering efficient programmes. Additionally it emphasized better communication should be established between ICPE and the host government. Other Member States remarked that an action plan is required for reorganization, redefinition and refocus of the organization's aims, as well as how to attract new members. At the same time, it has been noted that the financial viability of the Center has been strengthened through the execution of courses during the mandate of the outgoing leadership. The deliberations at FAS committee also show the ICPE's reduction in salaries and honoraria during the mandate which have also contributed to clearing audit objections from the previous years. The Council again deliberated on the motions relating to merger of FAS and PAG committees and waiver of fee for certain Member States. The former motion was postponed while there was no decision on the latter. It was however agreed that the representatives should meet more frequently whether on formal or informal sessions to define a very precise mission for Center's rejuvenation. With respect to the programme activities it should be noted, that Member States agreed a collective decision of what role the ICPE should play in changed

circumstances is required. In this regard, it was also pointed out that ICPE should be vary of programmes where its role is just of a “go-between.” During the PAG committee, the leadership explained three possibilities for future programmes, where long term courses are revenue neutral, short term courses that are of revenue surplus and research/dissemination activities, which are revenue negative. The council has not made a decision at that time whether training should remain an integral part of ICPE’s activities. Before the election of the new council President, the representatives nominated an interim administrator on the proposal of the host country. The representative of Member State India has accepted the nomination for ICPE Council Presidency. During the Assembly, the question of quorum arose and it was explained by the leadership that albeit rules of procedure for Council and Assembly provide for a quorum, the statute does not. After the appointment of the interim administrator and upon the proposal of the host country, the Member State Bosnia & Herzegovina was unanimously re-elected to preside the Assembly in the next biennium (ICPE, 2019b).

4.10 SWOT analysis of ICPE

In order to prepare recommendations for the selected organizations’ leadership and further development, we have to examine the crucial factors that shape the organization as a whole. We use the SWOT matrix tool to determine the organization's internal strengths and weaknesses, the external opportunities for improvement and threats from the environment that may affect the organizational performance (Daft, 2016, p. 258).

The internal factors may be determined from a variety of reports, financial ratios, profit and loss statements, surveys of employee attitudes, archival information and in our case also by participant observation. Daft (2016, 259) continues that the external information about the opportunities and threats may also be obtained from a variety of sources, including but not limited to government reports, professional journals, analyses of domestic and global trends and internet research.

We can define the strengths of an organization as positive characteristics, which may be exploited by the organization to achieve its strategic performance goals, while weaknesses on the other side present internal characteristics, which may disturb or restrict the organization's performance. The external environment may pose threats that are challenging the organization’s attempts to achieve their strategic goals, however it may also provide opportunities, that have potential to alleviate the organization to its goals or even exceed them (Daft, 2016, p. 259).

Witcher (2020, p. 45) remarks that we should note four major questions when developing the SWOT analysis, namely how to use strengths to further develop the strategic objective of an organization, how to build on weaknesses to turn them into strengths, how to make benefits by exploitation of opportunities and how to address threats and possibly convert them into strengths. At this point, we need to mention that producing a simple listing may not be adequate to develop relevant recommendations and as Witcher (2020, p. 45) adds that

prioritization of individual findings should be taken into account. This means that we should assess which strengths matter more, or which weaknesses may be more harmful to the organization. We keep in mind the analysis of the recent discussions of the executive bodies, which weigh in on the internal relationship between the executive leadership and the Member States. We gather the information by evaluation of specific functions within an organization, focusing on management and organization, human resources, finance, and programme development. Additionally we observe the general principles laid down by Witcher (2020, p. 45) who suggests to be realistic in observations, distinguish the current state and the future aspirations of an organization, remain specific to avoid ambiguity, keep the analysis comprehensible and brief, and clarify the logic behind why particular factor is relevant.

We have made a comprehensive review of the ICPE's working programme since ICPE's establishment. We argue that successful activities undertaken in the past can serve as a foundation on which trust may be built for implementation of future programmes that would aim even higher in terms of providing appropriate services to Member States. It is our belief that the long standing tradition of providing high quality programmes is an important factor and we acknowledge it as a strength to the organization.

The organization's portfolio has been evolving over the years mainly through different projects, and short/long term educational courses, which have become a very important revenue stream in the context of decreasing membership contributions. ICPE's competitive advantage in comparison to other institutes or business schools, which organize trainings for government officials, is in the variety of high quality courses that are tailor made to the preferences of Member States that include direct exposure to their counterparts and enable an open forum for exchange of good practices. A network of local and international experts is available for cooperation in such programmes, which adds to the overall quality of the training. The cost of the trainings remain relatively low due to the non-profit nature of the Center and its ability to deliver high quality content available at its disposal within the ecosystem.

As already established the nature of an intergovernmental organization differs from other actors, i.e. businesses, whose primary aim is to sell their products or services to a customer or non-governmental organizations, which are usually non-profit and perform a variety of service and humanitarian functions, independently from government control, although often funded by governments. We believe the intergovernmental profile is a strength to the organization in light of rebuilding its legacy on a historically legitimate basis.

We have to mention at this point the political power, which is intrinsically connected to intergovernmental organizations, being established by the governments of its Member Countries. The selected organization has a signed Memorandum on Cooperation (hereinafter: MoC) with the government of the host country which allows it to enhance and expand the activities, related to the core mission. In very broad terms, such MoC means extensive political support to the organization, especially through establishment of an Inter-

ministerial working group, which has the mandate to monitor the implementation of the memorandum and harmonize the joint action plans for projects and programmes with and for the host country. Additionally the government of Slovenia has made its Ministry of Foreign Affairs the custodian of the ICPE portfolio in 2019, which was previously held by the Ministry of Education, Science and Sports. We estimate this transition to be crucial for further development of relations with the host country. At this point we suggest the ICPE's relationship with its host country is a strength, however it should not be taken for granted but used wisely and along the lines of agreed cooperation outlined already in the MoC.

We also note the opportunity for ICPE to become a platform for Member States to pursue and achieve their foreign policy goals, particularly in the sense of bringing together those countries who have not formed a strong connection on bilateral level but may share similar ideas that could be translated into joint collaboration or collaboration through ICPE.

The Act on Ratification of the Agreement between the Federal Executive Council of the Socialist Federal Republic of Yugoslavia and the International Center for Public Enterprises in Developing Countries regarding the Headquarters of the International Center for Public Enterprises in Developing Countries, which was adopted by the Assembly of SFRY in 1980 has enabled a strong basis for executing ICPE activities. Government of SFRY leased to the Center a building which includes offices, conference halls, equipment and living quarters for guests at a symbolic consideration of 1 Yugoslav Dinar annually. Over the years as the activities of the organization have diminished, parts of the building, particularly some of the offices and lodging quarters have been surrendered to the Government of Slovenia. It is important to note that plans to renovate the ICPE premises existed already in the past, however due to the financial crisis in 2008 these have not materialized. At the same time, we observe the host country has been supportive in renovating the parts of premises relating to the execution of the long-term programme in 2013. We can observe that it is possible for the host country to dedicate its resources even in times of austerity measures if they recognize the project as beneficial for the country.

We observe attempts by the ICPE executive bodies to modernize the ICPE statute, which would provide a broader mandate to adapt to the contemporary environment, however a revised and updated version is yet to be adopted and ratified by the Member States. It is our estimate that obsolete basic documents, including the Headquarter Agreement from 1980 may be seen as a weakness as these documents cannot properly reflect the contemporary developments of the organization and its relations to host country.

The selected organization's underpinning mission is to transfer knowledge and technology to emerging economies through established links with their governments. We may observe that the leadership of the selected organization is appointed by the Assembly and nominated by the Council. The nominee for the post of Director General has to meet minimum requirements, which include at least 15 years of experience in senior management and an academic background - Ph.D. This allows the representatives of Member countries to elect and appoint the most appropriate candidate. We may also observe that the post of Director

General is occupied either by a candidate from Slovenia or India since the inception of the organization. We must emphasize that the head of an international organization has a diplomatic rank of an Ambassador in the host country, which provides vast possibilities to establish or strengthen the connections with the diplomatic corps within the host country as well as having access to the political leaders in the country to inform them about the developments and to present new initiatives. The connectedness however is not limited to the host country and the leadership of the selected organization may exercise their position in a broader spectrum, having access to leaders of other international organizations and institutions across the world. We see the process of selection of Director General as a weakness as the exchange of leadership is switching just between two Member States. At the same time, we feel that an opportunity arises if the post of Director General would be open to a candidate from any Member State. This could increase the interest of some inactive Member States to become more involved with the work of the ICPE.

The economic and financial resources of the organization depend on the activities it is undertaking. As observed in the chapter on financing of ICPE, we may argue that payment of membership contributions is decreasing over the years with only a few member countries paying regularly. We cannot say that economic and financial resources are a strength to the organization. Although the statute is allowing voluntary contributions, we do not observe any kind of donations in recent years. We must conclude that two weaknesses are observed, namely the continuing dependence on annual contributions by Member States and a lack of strategy for alternative means of resource collection.

According to the reviewed background information ICPE has a lot of potential to foster the already established links with other IOs and build strategic partnerships with new organizations. We see strengthening of such connections as an opportunity to develop better programmes, to execute programmes in cooperation with other organizations and in particular to obtain international funds for execution of its own courses. We would like to add however, that ICPE has not been active in project applications that are financially covered by different funding schemes of other IOs in recent years. Lack of such experience may be perceived as a weakness if ICPE leadership would decide to focus entirely on applying to international tenders.

The selected organization is located in Ljubljana, Slovenia, which is a part of European Union and the Organization of Economic Cooperation and Development. The geographical proximity to cities of great cultural and historical importance, such as Venice, Vienna, and even countries like Switzerland and Belgium make the programmes interesting for participants from ICPE Member States, enabling them to cover a wide range of best practices in different countries in the region. We trust the geopolitical position is a strength to the organization as it allows different kinds of exposure to the participants.

As far as the skills, experience and knowledge is concerned, the Center's secretariat was based around project/programme managers, which constitute the middle management, administration (comprising of accountant and secretary), and senior leadership, comprising

of Director General (hereinafter: DG), Executive Manager and senior adviser to DG in the period of 2010-2012. In the period of 2012-2015 Acting DG replaced DG and the rest of the organizational structure remained unchanged. With the new change of leadership in 2015 the organizational structure was modified to decrease expenditure and optimize performance by retaining the administration and discharging the majority of the remainder of personnel. Although a relatively small team we argue, it will have to increase when the Center's activities will grow or even decrease in case the activities would be further diminishing. We estimate a secretariat consisting of Director General, Programme Manager and technical staff of 3 persons for administration and accounting should suffice for repurposing the building blocks of the ICPE at present. Having a small team may be a rational choice, however strategic projections should be made for the number of people to employ if or when the programmes will increase. We find the present staff composition of the Secretariat in terms of size is a strength to the Center as it has the capacity to provide full attention to the requests of active Member States and maintains a relatively low cost of operations.

As far as the public image of the organization is concerned, particularly in the host country, we must point out that not enough effort has been put into branding during the organization's development. We argue that in the times of Center's growth the public image has grown with it, either through organization of international conferences, seminars or by conducting trainings and issuing a journal. With the dissolution of Yugoslavia and diminished development of the Center's activities, also its brand has become less known and visible. Regardless we have to point out occasions in practice, when the author has been surprised by people from Asia and Africa who were familiar with the former glory of ICPE. We believe any kind of value that remains of the brand in these countries should be capitalized upon and we see it as an opportunity to reaffirm ICPE's former status of a premier institution for training of public servants and transfer of technology.

We have also observed the decline in membership starting in the early 1990s. We believe that addressing the membership issue is pertinent in the sense that an IGO cannot exist without its members. We estimate the lack of interest by inactive members is a threat that could endanger the very existence of the ICPE. It is therefore crucial to note that reanimation of member states could turn this threat into a strength, showing not only the regained confidence by those members but also a possible catalyst for other countries to become interested in membership.

In light of the recent COVID-19 pandemic, it has become apparent that ICPE will have to think proactively with regards to positioning itself as a relevant actor for its Member States in times of crisis. We assess the pandemic as a major threat to the organization, particularly because the means of executing new courses is reduced to digital/online solutions only, which may not be suitable for proper training of public officials. It is up to ICPE to discover alternate possibilities for delivery of its programme to the Member States, that would not include only digital presence via web based meetings, conferences, webinars, etc.

Below we have drawn Table 1 condensing the SWOT matrix and have sorted the bullet points by our perceived importance for the selected organization.

Table 2: *SWOT Matrix*

Strengths	Weaknesses
<ul style="list-style-type: none"> • Rich history of programme activities on a global scale • Delivery of high quality content while maintaining reasonable costs of services • Good relations with and support by the host country • Intergovernmental nature of the ICPE • Geopolitical position of ICPE 	<ul style="list-style-type: none"> • Continuing dependence on non-pledged financial resources from Member States • Lack of strategy for obtaining voluntary contributions • Necessity to modernize legal framework of the Center • Selection process of ICPE Leadership • Absence of references for applying to international tenders
Opportunities	Threats
<ul style="list-style-type: none"> • Establishing a platform for Member States to use the Center as an instrument of their foreign policy • Perspective for revival of strategic partnerships with the partner institutions and establishment of new partnerships in line with the new programmes established by ICPE • Marketing of the ICPE brand in founding Member States, i.e. India 	<ul style="list-style-type: none"> • Lack of understanding for ICPE in the inactive Member States' respective governments could eventually result in cessation of ICPE • Hindered possibilities for implementation of the new programme in a time of a global pandemic

Source: own work.

4.11 Recommendations for ICPE leadership

We have designed the recommendations based on the research in the thesis and taken into consideration the historical context of the organization as well as very contemporary issues that need to be addressed urgently as a precondition for the Center's revitalization. After observing the recent discussions of the executive bodies of the ICPE we find that the deliberations are mainly focused on financial affairs and the (lack of) implementation of the working programme. We argue that other modalities, related to the ICPE headquarters, human resources and existing legal framework of governance of the Center might be addressed at an appropriate time after achieving viable results, as are financial stability and

strengthening cooperation with Member States. Nonetheless, it is important to take into account that institutional matters are intertwined with the problems of financial sustainability and membership demise. The interconnectedness of issues needs to be dealt with at the highest level between the leadership and decision makers of Member States, preferably starting with the host country.

Member States

We suggest to the leadership to reach out to the Member States that show interest for ICPE's activities by actively participating in the sessions of the Council and Assembly immediately and develop the plan to enhance cooperation. We observed similar procedure has been adopted for Slovenia and India, and our proposal is to firstly reach out to other active Member States (countries that have met their financial obligations in the period 2010-2020), following by persuading the inactive Member States (countries that have not met their financial obligations in the period 2010-2020) and lastly attracting potential new members. It is imperative to foster the understanding that all Member States are treated equally and that interests of certain Member States do not prevail as not to create an impression of the Center being a bilateral institution. To avoid such concern the following initiatives may be considered:

- signing an MoU with an active Member State where goal-oriented projects and a timeline for its fulfilment is defined. At the same time a commitment on a high political level should be given to ICPE that the Member State will support the tailor made programmes and projects that are to be implemented;
- establishing focal points at the concerned ministries of a Member State in order to maintain direct and prompt communication with a Member State, particularly at the operational level of implementation of projects;
- in case the Member States wish to increase their role in ICPE's activities, a possibility of secondment of officers from a Member State may be explored (we believe such maneuver would be beneficial in terms of internationalization of the team, enhancing collaboration with Member States and decreasing the costs of the secretariat).

After securing the attention of active Member States as per the lines above the ICPE may put its efforts in resolving the status of inactive Member States. According to the Chart 1 that shows the attendance of Member States at the ICPE assemblies over the years we find more than half of current Member States to be inactive. Reasons for inactivity are multifaceted, relating to the internal economic and political crises of developing countries that are Member States of ICPE and amongst other reasons, also because of the shift of paradigm, which is apparent in the Chart 1, where the attendance declines heavily after 1990, thus implying the development of public enterprises was not ranked high on the agenda of Member States interests. At the same time we argue that establishing communication with Member States who do not have diplomatic representation in, or are not accredited to the host country may be a difficult task for the secretariat alone to undertake, particularly in case if communication is related only to invitations to participate at executive bodies and calls for

payment of the annual membership contribution. We strongly believe that support from all active Member States is indispensable in the sense of providing diplomatic assistance in establishing communication with inactive members in order for ICPE to present its services and other benefits of membership in case the country in question does not have enough information on the organization the member of which it is.

The executive bodies may consider a diplomatic mission by the leadership of ICPE for an official visit to the inactive Member States in order to resolve the question of their interests with the organization. The Center should not be relying only on the communication with the representatives of these countries abroad, but should make an effort to make official visits and discuss the open issues with competent authorities that may take necessary action.

We find that attracting new Member States is a difficult task that may be approached after a solid foundation of active Member States is reached, and especially after resolving the question of inactivity of current members. The current active Member States are based in Europe and Asia, while a vast majority of inactive Member States is located in Africa. We estimate at least six Member States (twice the size of the attendance at the Assembly in 2019) should actively engage in ICPE activities before attempts are made to attract new members. We are also of the opinion that in case of increased engagement by current Member States other countries might express their interest for membership on their own accord.

ICPE Finances

In light of the reviewed literature and actual state of affairs relating to ICPE finances, we recommend to the leadership to prepare a renewed assessment scale for membership contributions, as the calculations may be obsolete since the 2007-2009 UN scale is currently being in use. Similarly, we argue that the leadership should come up with solutions that will be acceptable to the Council in terms of solidifying the financial architecture in terms of not only relying on mandatory contributions or cutting expenditure by minimizing the staff capabilities. As observed, the executive bodies in recent years are not inclined to waiving fees for inactive Member States as it has been the case in 2011 where the reasoning was mainly to reactivate their participation without recovering dues from the past. Secondly, the leadership should entertain the thought of approaching various donors be it from public or private domain and try to secure earmarked contributions for Center's country-specific or thematic programmes. We argue that in case of a well-designed programme with tangible deliverables, finding appropriate donors from ICPE Member States may be possible. Thirdly, we agree that ICPE should reach out to other international actors where ICPE Member States financially participate, as mentioned in the discussions of the executive bodies, and design joint programmes that would pool resources from larger organizations.

Programme activities

We suggest the following areas of expertise where ICPE could enhance and solidify its presence: contemporary issues of advocacy, cross-cultural communication, negotiations in

international relations, eGovernance, international trade, transparency, anticorruption and public policy, HR management, digital transformation, impact of artificial intelligence and space technologies on development and sustainable development through energy efficiency and wastewater management.

Furthermore, we have established the following strategic programme recommendations:

- to engage prospective human resources from Member States in programmes with international organizations;
- to develop operational plans of work by relevant segment/product/sub-region/country;
- to establish focal points in the relevant ministries of Member States to improve coordination and execution of ICPE activities.
- to register and engage in research and development programmes with the EU particularly (ERASMUS+, European Regional Development Fund, LIFE Program);
- to revitalize cooperation and engage in programmes with international organizations (ITU, OFID, UNCTAD, UNIDO);
- to develop capacity building programmes with cutting edge curriculum deriving from the available resources in the ecosystem and positioning itself as a relevant actor in promoting excellence in public sector;
- to rethink the relevance and importance of the Public Enterprise Journal for the future orientation of ICPE activities;
- to develop and leverage synergy in Member States' memberships in international organizations (EU, NAM, OECD, AU, Arab League, East Asia Summit, G20, Union for the Mediterranean, European Bank for Reconstruction and Development, Asian Development Bank, OECD and other multilateral financial institutions);
- to continue with annual conferences for public sector challenges that Member States face (by region, sub-region or by country) and to replicate, upgrade and customize successful conference agendas, particularly in the field of Economic diplomacy;
- to facilitate implementation of international agreements concluded within the UN system and other international organizations, in particularly as relates to achieving Sustainable Development Goals, delivering on the Agenda 2030 and provide solutions for global issues on local and regional level by bringing together relevant stakeholders from its Member States;
- to engage in a long term postgraduate program that will contribute to the internationalization of the higher education in the host country;
- to develop tailor made projects to cater specific needs of individual Member State.

Institutional setup

We recommend to the leadership to upgrade/modernize the basic legal documents including the ICPE Statute and Headquarters Agreement. These documents present a legal foundation of ICPE as also a legal basis for relations with host country, and should fit the contemporary environment. We also recommend the ICPE leadership to establish staff rules that would be

presented to the Council for adoption. Additionally it would be prudent to define the structure and size of the secretariat according to the actual needs of the organization. In case of increased needs, we recommend to the leadership to hire new employees through an international call in Member States or as mentioned persuade its Member States for secondment of their officials. International staff would reaffirm character of the organization and could provide for better working contacts between the sending countries and the organization.

CONCLUSION

In this thesis, we have established a case on the International Center for Promotion of Enterprises after providing initial theoretical background related to the definitions and emergence of international organizations, their aims and activities, aspects of financing and potential proposals for resolving existential and other challenges in cases of organizations with similar foundation as our selected institution. After reviewing the facts and developments of ICPE, we have designed a SWOT analysis and established recommendations for the ICPE leadership with respect to the Member States, financial aspects, institutional setup and programme activities.

We have thoroughly described the historical context of ICPE's programme activities, its establishing document, relations with Member States and other IOs, its financial challenges and perspectives as also took notes on the propositions given by the Council to ICPE leadership during its meetings in recent years. We try to understand the actions undertaken by the ICPE leadership over time and extract the notions that might shed additional light to our questions, while also taking into account the proposed recommendations from the previous subchapter.

Below we discuss the hypothesis and the research questions:

Our hypothesis is questioning the financial capabilities and resource support to ICPE: *Ensuring a realistic long-term financial stability of the ICPE requires full attention of all the relevant stakeholders, especially ICPE Member States and the ICPE ecosystem.*

It is our understanding that the financial stability of the ICPE for at least a mid-term period of next 5 years is essential to undertake high quality programmes and to bring the Center to the heights of its former glory. We have observed the issues related to non-payment by Member States over time. It is understandable the difficulties that may arise in collecting dues from inactive Member States, however it is not likely that the Center will survive if the active Member States would set out conditions for their obligatory contributions in the future. Although we have also observed that it is possible for the Center to improve its financial situation by organizing revenue surplus programmes, we argue that the Member States should make a pledge regarding the payment of the annual contribution in order for the Center to function on a very operational basis (salaries and utility expenses). At the same time, the ICPE management should prepare a realistic assessment scale of annual contributions and further discuss with Member States for additional earmark contributions that relate to specific courses and programmes of the Center. ICPE's ecosystem should be aware that as a non-profit organization all surplus is to be used either for development of new activities or relocating the resources to the Endowment fund. We hereby confirm the hypothesis that Member States should be highly involved in ensuring financial stability, along with the ICPE ecosystem that could attract private actors to donate. That being said it is imperative for the ICPE leadership to be proactive in preparation of a new assessment scale and foster transparency with respect to the outgoing financial flows.

Our first research question relates to the aim of the organization and is particularly referring to what kind of programme areas should ICPE actually pursue a changed environment: *Which are the most feasible niches ICPE should pursue to retain existing and attract new Member States in terms of services and programmes?*

In the course of the thesis, we have presented the vast field of activities and topics the ICPE has been conducting over the course of its history. It is important to note that the very concise and focused programme areas have slowly began to vaporize during the 1990s. The Center has been trying to position itself in different fields of action, where we observe keeping afloat was more imperative for the survival of the Center as opposed to finding an appropriate field to gain and sustain excellence. In terms of historical connotation, the management of Public Sector Enterprises has always been high on the agenda of ICPE, either through specific courses or long term educational programme. We believe it is essential to build on this niche while broadening the horizon to foster excellence of the Public Sector at large, including new technologies that enable efficiency and effectiveness of the public administration. The programme revitalization of the Center has to be conceived on the basis of active involvement of various stakeholders in the ICPE ecosystem on local, regional and international level, including academia, business, civil society and government authorities. Similarly we observe such proposal from the last Council session that urged the interim administrator to rejuvenate and redefine the Center's programmes, and that increased communication with Member States is required to understand their concrete needs. In terms of attracting new members through the new programme, we estimate that other steps may be crucial beforehand, particularly in the sense of providing a right narrative for the existing (active) Member States to increase their trust in the organization's undertakings. Only after securing a going concern in the sense of programme activities, the management should focus on attracting new members and approaching those countries with concrete action plans.

In terms of our first research question, we are determined that ICPE should pursue those services that are relevant for the individual Member States, however keeping in mind the general focus of ICPE is being the facilitator of excellence in public administration also when targeting new countries. This should only be a priority after solidifying relations with current active Member States. Such solidification may occur only on account of close contacts and delivery of goal oriented programmes. We estimate the interest of Member States is to engage in projects with strong emphasis on tangible, measurable results.

We have also formulated a research question related to pursuing and managing the interests of the host country in order to retain its support: *How should ICPE persuade the host country to recognize the importance of promoting its own foreign policy interests, especially in the fields of internationalization of higher education?*

The discussions of the executive bodies reveal that the host country has recognized the importance of ICPE for pursuing its own interests with the organization, particularly in the sense of increasing support for conducting long-term courses. In 2019, the Ministry of Foreign Affairs of the host country has taken over the ICPE dossier that was under the

auspices of Ministry of Education, Science and Sports since 1992. We assume that this step was taken to further strengthen the relations between ICPE and the host country and particularly for mutual benefit of international cooperation. We also observe that since 2015 onwards the host country is inclined that ICPE relaunched its postgraduate programme. We agree that given the historical imprint ICPE should think about reactivating such course and connect with top-notch Slovenian faculties to attract young professionals and policy makers to attend such a course. It would be worthwhile to explore different kinds of post-graduate courses that are not saturated on the market as to avoid the potential low admission. ICPE is in a position to attract participants from their Member States under the condition that it does not act as a travel agent but provides its own knowledge base to the curriculum. With this in mind, we argue that short-term programmes in cooperation with the host country's academic institutions would also bring the internationalization of higher education in Slovenia to a greater degree. In this regard, we conclude that ICPE should foster close contact with its partners in the academia and develop joint courses, including public lectures for the diplomatic corps with the aim of enhancing contacts and political dialogue with those countries, where Slovenia has not adequately built its economic presence. If ICPE would attract new Member States, this may strengthen the position of the host country in the International Community and at the same time provide new landscape for exploring possibilities of cooperation between countries.

We believe our research has shown the glorious past of ICPE's programme activities and its comprehensive involvement in the international community, especially by being recognized as a premier institution for training of public servants. Although we have observed the instability of ICPE's finances has been present for decades, we are still confident that the rejuvenation of the organization and its programme restructuring could save the organization from its ultimate demise. A proactive and ingenious approach by the ICPE leadership is necessary to secure the trust of the relevant decision makers and create a new narrative by building upon and beyond the common cause of facilitating excellence in training of public sector officials, as set out by the founding fathers of ICPE.

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APPENDIX

Appendix 1: Povzetek (Summary in Slovenian Language)

V pričujoči magistrski nalogi obravnavamo razvoj mednarodnih organizacij in se osredotočimo na primer mednarodne organizacije s sedežem v Ljubljani, t.j. Mednarodni center za promocijo podjetij. Cilj naloge je pripraviti priporočila za vodstvo ICPE v luči prestrukturiranja delovanja organizacije, njenih programskih aktivnosti, finančnega poslovanja in utrjevanjem sodelovanja z državami članicami ter predvsem z državo gostiteljico.

Naloga je razdeljena na dva sklopa. V prvem sklopu nadaljujemo s pregledom literature v povezavi z mednarodnimi organizacijami in njihovim delovanju, v drugem delu pa predstavimo primer razvoja ICPE od ustanovitve leta 1974 do danes. Metodološko je naloga zastavljena na podlagi analize sekundarnih virov v obeh sklopih, kot tudi analize primarnih virov v drugem sklopu, kjer avtor z udeležbo opazuje razvoj organizacije v kateri je zaposlen.

Naloga je strukturirana po poglavjih, ki v prvem sklopu zajemajo definiranje mednarodnih organizacij s posebnim poudarkom na medvladnih in nevladnih organizacijah, cilje in aktivnosti mednarodnih organizacij, njihov zgodovinski razvoj, različne načine financiranja in pregled izzivov, s katerimi se srečujejo mednarodne organizacije v današnjem času. V drugem sklopu sprva opredelimo pravni kontekst delovanja centra skozi oris statuta, zgodovinski kontekst nastanka ICPE ter nadaljujemo s prikazom implementacije delovnega programa, dinamike članstva v organizaciji ter njenega financiranja, in sodelovanja z drugimi mednarodnimi organizacijami. Poseben poudarek damo pregledu srečanj Sveta ICPE v obdobju med 2009-2019, kjer želimo predvsem ugotoviti, kako se vodstvo ICPE skozi čas spoprijema z izzivi, povezanimi z upadom članstva, finančnimi težavami in umeščanjem institucije kot relevantnega akterja na področju izobraževanja javnih uradnikov. Opravimo SWOT analizo, na podlagi katere ugotovimo prednosti, slabosti, priložnosti in nevarnosti, ki so nam v pomoč pri pripravi strateških priporočil za vodstvo ICPE. Le-ta so vezana na upravljanje z državami članicami, financami ter programske usmeritve za nadaljnje aktivnosti.

Tekom raziskovanja preverjamo sledečo hipotezo in raziskovalni vprašanji:

- Za zagotovitev realne dolgoročne finančne stabilnosti ICPE je nujna izredna pozornost vseh deležnikov, zlasti držav članic in ekosistema ICPE.

Ključne ugotovitve potrjujejo hipotezo, da bo za dolgoročno finančno vzdržnost nujna podpora držav članic v smislu rednega plačevanja letnih prispevkov, obenem pa bi ICPE mogel razmišljati tudi o načinih alternativnega pridobivanja finančnih sredstev.

- Katera nišna področja bi ICPE moral zasledovati, da bi obdržal obstoječe in privabil nove države članice v smislu svojih storitev in programov?

Po opravljeni raziskavi ocenjujemo, da bi ICPE moral zasledovati predvsem tematike, ki so relevantne za države članice, torej ciljno orientirani programi z dodano vrednostjo v okviru javnega sektorja oziroma glede na dejanske potrebe za specifično državo članico. Konkretno

glede programov to pomeni bližnje stike s pristojnimi v državi članici za pravilno identifikacijo izzivov. V zvezi s potencialnimi novimi državami članicami ugotavljamo, da bi bilo smotrno okrepiti zaupanje obstoječih neaktivnih držav pred nadaljnjim širjenjem članstva.

- Kako naj ICPE prepriča državo gostiteljico, da prepozna pomembnost uveljavljanja lastnih zunanje-političnih interesov, zlasti na področju internacionalizacije visokega šolstva?

Pregled zapisnikov srečanj Sveta nam kaže, da država gostiteljica pozna in se zaveda vloge, ki jo lahko ICPE ima pri izvozu slovenskega znanja, predvsem na trge, kjer Slovenija nima izrazito vzpostavljenih zunanje-političnih stikov. Podobno nam dokazuje dejstvo, da je dosje zadev ICPE leta 2019 s strani Ministrstva za izobraževanje, znanost in šport prevzelo Ministrstvo za zunanje zadeve, ki bo lahko uporabljalo ICPE kot instrument za utrjevanje svoje zunanje politike, predvsem pri državah, kjer nima razvejane svoje diplomatske mreže oz. kamor želi vstopati bodisi na politični ali gospodarski ravni.