

COUNCIL  
108th session  
Agenda item 12(a)

C 108/12(a)  
29 May 2012  
Original: ENGLISH

**WORLD MARITIME UNIVERSITY**

**(a) Report of the Board of Governors**

**Note by the Secretary-General**

**SUMMARY**

*Executive summary:* This document reports on the University's operations in 2011

*Strategic direction:* 3

*High-level action:* 3.1.3

*Planned output:* 3.1.3.1

*Action to be taken:* Paragraph 11

*Related documents:* C 108/12(b), C 108/12(c) and C 108/12(d)

1 The Charter of the World Maritime University (WMU) provides that the Board of Governors submits to the Council, through the Secretary-General, an annual report on the work of the University. The report, covering the 2011 calendar year, was amended and adopted at the Board's thirtieth session on 8 May 2012 and is provided in the annex.

2 The Secretary-General wishes to express appreciation to all members of the Board of Governors for their contribution to the work of the University during the period under review.

3 The University continues to be, to a large extent, financed by contributions from a relatively small number of countries and organizations. In this regard, the Secretary-General, in addition to recognizing the contribution of all the University's donors, wishes to reiterate the Organization's particular gratitude to the Government of Sweden and the City of Malmö for their generous support of the University and the hospitality its students enjoy throughout their stay in Malmö.

4 The contributions to the finances of the University of the Nippon Foundation and the Ocean Policy Research Foundation of Japan; the International Transport Workers' Federation; the Governments of Canada, the Republic of Korea and the United Kingdom; Inmarsat Global Ltd; and the TK Foundation are also recognized with great appreciation. Thanks are also extended to all other governments and organizations that financially support the University, provide fellowships and field study opportunities or make other donations. Appreciation is also owed to the visiting professors and the field studies providers, who contribute considerably to the quality of studies provided by the University.

5 WMU is a recognized capacity-building force in the maritime world, instilling principles of best practice and setting high standards for its graduates. This report, submitted by the WMU Board of Governors, amply demonstrates that the University continues to be a global centre of excellence for advanced maritime education and research, providing, through international cooperation, high-quality capacity-building services to the global maritime community.

6 Following the substantial efforts made in 2010 by the management and personnel of the University to reduce costs and attract more revenue from a variety of sources, the University's income rose by €2 million in 2011, compared with 2010, and WMU ended the year with a budgetary surplus of €1,220,187.

7 However, despite all efforts, the University has not yet overcome its underlying financial problems, and any complacency in the international maritime community about the sustainability of the University's revenue stream must be avoided. The 2011 surplus was, in part, the result of an increase in student revenue, brought about by the transition, in 2010, from cash to accrual basis accounting under the introduction of IPSAS, whereby income is attributed to the actual year of expenditure. This reduced the reported revenues for 2010, resulting in a significant increase in 2011, when student revenues were then recognized and reported on an accrual basis for the whole year. The predicted surpluses in the 2012 and 2013 budgets are, therefore, smaller.

8 Recognizing that it is essential to rebuild the University's reserves, depleted during 2008 and 2009 from around €6 million to less than €1 million, the Executive Board set a target of reserve holdings equivalent to one year's expenditure. All surplus revenue is routinely transferred to the reserve fund, which the University has now managed to rebuild to more than €2 million; however, this still falls far short of the Executive Board's target of €10 million.

9 The Council will recall the adoption of resolutions A.933(22) and A.1031(26) on the University's financial sustainability. Discussion to identify potential sources of sustainable funding was not resolved by the correspondence group established by the Council, and so the issue of WMU's long-term sustainable funding remains a priority that must be resolved.

10 At the twenty-seventh session of the IMO Assembly in November 2011, it was decided that 5 per cent of the "not less than 80 per cent" Trading Fund surplus transferred to the Technical Co-operation Fund be ring-fenced to support the finances of WMU, until such time as the Council recommends other measures. This is expected to provide approximately £180,000 in 2012, and has been warmly appreciated by the Board of Governors as both a welcome source of funding to the University and a demonstration of support from the international community for WMU's vital capacity-building work. The Board of Governors hopes that this funding mechanism will continue in the future, as a demonstration of international support.

#### **Action requested of the Council**

11 The Council is invited to take note of the annexed Report of the Board of Governors of the World Maritime University for the calendar year 2011, and to comment as it deems appropriate.

\*\*\*

## ANNEX

### DRAFT REPORT OF THE BOARD OF GOVERNORS OF THE WORLD MARITIME UNIVERSITY ON ITS WORK DURING THE 2011 CALENDAR YEAR

#### Introduction

1 This is the twenty-eighth Annual Report of the Board of Governors of the University, covering the 2011 calendar year. The report addresses the second year of operation of the newly constituted Board of Governors and Executive Board, established under the revised Charter that entered into force on 1 January 2010. The Board of Governors takes the opportunity to express its appreciation for the work of the Executive Board throughout 2011.

2 This report details the key events of 2011, a year in which the University made sustained efforts, under the guidance of the Board of Governors and the Executive Board, to place its work onto a sound academic and financial footing, and to develop WMU into a global centre of academic and professional excellence.

#### Governance and Management

3 The twenty-ninth session of the Board of Governors, the second under the revised Charter, was held in Malmö on 2 June 2011. The newly constituted Executive Board met twice, on 30 March 2011 in Malmö and on 16 November 2011 in London. The members of the Board of Governors and the Executive Board for 2011 are listed in attachment 1.

4 The University continued to develop its strategic management instruments. At its twenty-ninth session, the Board of Governors approved a revised Strategic Vision Plan, a new Development Plan and a new Business Plan, articulating a new business model aimed at driving the University's core operational units towards profitability, thereby helping to secure its long-term financial security. The new Business Plan also clearly links revenue and costs to areas of activity, thus ensuring financial transparency.

5 In a further adjustment to the University's governance and management structures, the Board of Governors approved a reduction in the number of Vice-Presidents from four to two: Vice-President (Academic) and Vice-President (International). Professor Neil Bellefontaine and Professor Shuo Ma were appointed to the posts, with Professor Bellefontaine serving in an acting capacity. The newly established position of Vice-President (International) is designed to strengthen the University's outreach programmes as well as its research and consultancy activities. The Shanghai Office was officially opened in July and was later upgraded to the WMU Shanghai Center at the end of 2011.

6 Overall, 2011 was both an exciting and a successful year for the governance and management of WMU. At a time when the University faced significant challenges, it adopted many changes and made good progress towards a more sustainable future.

#### New University Premises

7 In 2010, the City of Malmö agreed to provide the University with new premises, to replace the former Nautical Institute building which has been home to WMU since its inception. The University will move to Tornhuset, an important Malmö landmark building, dating from 1910, designed by the well-known Swedish architect Harald Boklund, which was originally the headquarters of the Malmö Harbour Administration.

8 Malmö City held a competition to select the architect of a substantial extension to the existing building; the winning proposal, announced on 7 November 2011, was presented by the Danish architect Kim Utzon of Kim Utzon Architects in collaboration with his Australian partner, Tyrone James Cobcroft of Terroir Architects. The new wing is an *avant-garde* building with a metal façade and cracked non-square surfaces with multiple windows, and will be fully integrated with the historic Tornhuset to create a modern university building complex.

9 The Board of Governors is most grateful to the City of Malmö for offering to bear the direct and indirect costs associated with the move to the new premises, including the building of the extension, the necessary signage, new furniture and security. The existing provisions of the agreement with the City, such as the lease being free of charge and all costs of maintenance, repairs and operations being met by the City, will also apply to the new premises.

10 The move to the University's new home is currently scheduled for the end of 2013, and a fund-raising campaign to provide the building with state-of-the-art IT and other equipment was launched at the end of 2011.

### **Malmö M.Sc. Programme Enrolments**

11 The streamlined 14-month M.Sc. programme is proving to be attractive to students, as well as cost-effective for the University, donors, and sponsors. Enrolments in 2011 were made up of: 104 on the Malmö M.Sc. programme (six granted advanced standing to join the Class of 2011, and 98 on the standard programme in the Class of 2012); 30 in Shanghai; 34 in Dalian; 29 by distance-learning; and 21 on the LL.M. programme offered jointly with Lund University.

12 The slight increase in 2011 in the annual intake for the Malmö M.Sc. in Maritime Affairs, to which the first intake was in 2010, demonstrates the appeal of the redesigned programme and confirms that it meets the needs of the market, as earlier research had indicated, despite a background of continued global financial uncertainty.

13 Yet again, the proportion of students enrolled on the Malmö M.Sc. programme funded by their employer, governments, or from personal resources rose, reaching 50% in 2011 (compared with 41% in 2010, 38% in 2009, 16% in 2008, and 15% in 2007.) All the students enrolled in the programmes taught in Dalian and Shanghai and the distance-learning programme are fully funded, either by companies, governments, or by the students themselves.

14 At its meeting in June 2009, the Board of Governors had been informed that the University had budgeted for an annual intake of 94 in 2010 and that, with prudent management, the desired intake of 100 could be re-established by 2012-2013. The Board is, therefore, very pleased to report that this target has already been met.

15 A total of 52 new fellowships for the Malmö M.Sc. programme was given by donors in 2011, compared with 60 in 2010 and 47 in 2009. It should be noted that, since 2009, WMU has not been able to provide internal fellowships, and so all students are funded by either external donors, a sponsor, or from their own resources.

16 The Board of Governors would like to express its deep gratitude to established fellowship donors, including the Ocean Policy Research Foundation of Japan; the International Transport Workers' Federation; the IMO Technical Co-operation Programme; the Republic of Korea; the TK Foundation; the European Union's SAFEMED project; the

German Ministry of Transport; the American Bureau of Shipping; and the World Nuclear Transport Institute. Thanks are also extended to two new donors who contributed to the University in 2011: BP Shipping and Gard AS.

### **Ph.D. Programme**

17 During 2011, in order to streamline the management of research, and to coordinate the Ph.D. programme with other WMU activities, efforts have been made to strengthen the administration of research at the University. The structure of the Ph.D. programme was also revised, aligning it with the common European system and increasing its flexibility. In addition, the Ph.D. programme was marketed much more widely in 2011, with a significant section in the Academic Handbook for 2012, a new dedicated leaflet, an improved section on the website and listings on recruitment portals – this last yielding 60 enquiries within the first two months of the programme being listed.

18 As a result of this enhanced publicity, and due to the increased responsiveness of the programme to the needs of candidates and industry, the Ph.D. programme has started to grow significantly. Eight students have graduated to date, four of them in 2011, and a further three enrolled in 2011.

### **Research**

19 The University's EU-funded research projects continued successfully in 2011 and were supplemented by two IAMU-funded projects, Pro-Green Ship Operation and ACCREDIMET, and the European Maritime Policy project, funded by the Japan Maritime Center.

20 The funding provided by these projects, combined with the EU-funded projects won in 2010 enabled the University to substantially increase its dedicated research staff. Five research associates and one research assistant were employed in 2011, creating a robust and successful research cluster that contributes to WMU's recognition and enhances the University's reputation as a centre of academic excellence.

21 The publication of the *WMU Journal of Maritime Affairs* was outsourced to Springer Verlag in May 2011, after 10 years of in-house publication. This publishing agreement has provided the conditions for the *Journal* to expand its global impact by making it more attractive to authors; the electronic version of the *Journal* will include at least four open-access articles per issue, which will increase citations. Two WMU professors continue to co-edit the *Journal* and are responsible for all academic content.

22 Members of the Faculty continued to publish widely, including chapters in books, contributions to learned journals and in-conference proceedings, further enhancing the University's academic status and reputation.

### **Conferences and Professional Development Courses**

23 The University, with IMO as co-host, organized two very successful international conferences in 2011. The Oil Spill Risk Management Conference was held in Malmö in March, attracting 360 participants. The keynote speakers were: Mr. Carl-Henric Svanberg, Chairman of BP; Admiral Thad Allan, US Coast Guard (ret.); and Mr. Claes Isacson, CEO of Gard AS and Chairman of the International Group of P&I Clubs. More than 40 world-class experts gave presentations and contributed to three panel discussions.

24 This was followed in October by the International Conference on *Piracy at Sea* (ICOPAS 2011), providing one of WMU's contributions to the theme of this year's International Maritime Day. ICOPAS was a truly international conference with 410 participants representing more than 70 countries. Keynote speakers included: IMO's then Secretary-General, Mr. Efthimios E. Mitropoulos; BIMCO Secretary-General, Mr. Torben Skaanild; and NATO Deputy Director, Mr. Richard Froh.

25 WMU continued to offer a range of short-term, non-degree Professional Development Courses (PDCs) in Malmö and at other destinations convenient to the client. In 2011, 85 students enrolled in PDCs, raising a modest income for the University.

26 WMU also offered a number of specialist seminars, including the annual joint seminar with the Nautical Institute on Regulation & Best Practice, and the annual course on Maritime Casualty Investigation. In addition, there were a number of special lectures given by eminent guest lecturers.

### **Graduation 2011**

27 On Sunday, 4 December, WMU's Chancellor and the then IMO Secretary-General, Mr. Efthimios E. Mitropoulos, conferred postgraduate degrees on the World Maritime University's Class of 2011. The Guests of Honour were: Admiral Oscar Adolfo Arce, Commandant, Prefectura Naval Argentina, and Vice-Admiral Brian Salerno, Deputy Commandant for Operations, US Coast Guard.

28 Four graduates of the WMU Ph.D. programmes, Li Ying of China, Kofi Mbiah of Ghana, Rajendra Prasad of India and Azfar Mohamad Mustafar of Malaysia, received their degrees, along with 104 students graduating from the Malmö-based M.Sc. programme in Maritime Affairs, and 23 from the distance-learning Postgraduate Diploma in Marine Insurance. Both Li Ying and Azfar Mohamad Mustafar are graduates of the WMU M.Sc. programme in Maritime Affairs.

29 The M.Sc. Class of 2011 includes the largest-ever number of women graduates (31), the largest number of students from Africa since 1989 and the largest-ever number of students funded by their employer, government or from personal sources (44).

30 During the ceremony, the annual special awards to students were announced: Anne Bouyssou of France won the Chancellor's Medal for Academic Excellence, the Pierre Léonard Prize for the Best Female Student and the Lloyd's Maritime Academy dissertation prize; Zhao Jian of China won the Informa Law dissertation prize; and Nyein Ei Phyu of Myanmar won the C. P. Srivastava Award for International Fellowship.

31 The newly-elected officers of the Student Council formally took office at the end of the year, with Mr. Mustafa Kavlakci of Turkey assuming the office of President. Mr. Kavlakci works alongside his colleagues, Mr. Kazi Shameem of Bangladesh (Vice-President), Ms Thu Nga Doan of Vietnam (Secretary), Mr. Khaled Zrelli of Tunisia (Treasurer) and Mr. Sopun Maneechot of Thailand (Chair of the Court of Honour).

32 In 2011, WMU programme graduation ceremonies also took place in China. On 23 July, 31 students graduated from the programme in International Transport and Logistics at Shanghai Maritime University, and the Chancellor's Medal for academic excellence was awarded to Ms Dong Zhou. On 27 August, 33 students graduated from the programme in Maritime Safety and Environmental Management at Dalian Maritime University, where the Chancellor's Medal for academic excellence was awarded to Mr. Lin Chuang.

33 The graduates of 2011 brought the number of WMU graduates to date to a total of 3,240 from 163 countries. Details are given in attachment 2.

### **Financial matters**

34 Attachments 3, 4 and 5 to this annex provide information on the income and expenditure of the University. The contributions received from external donors are listed in attachment 3, whilst attachment 4 lists the contributions for student fellowships. Attachment 5 summarizes the major expenditure categories of the University.

35 The actual income of the University in 2011 was €8,270,000 and the actual expenditure was €7,050,000, compared to €6,202,000 and €5,873,000, respectively, in 2010. The operational outcome reported a surplus of €1,220,187, compared with a surplus of €329,460 in 2010. This is a very marked improvement when compared with the 2009 final accounts, which had reported a net loss of €188,741, and represents a very significant achievement for the University and its stakeholders, providing a firm foundation for the future financial development of WMU.

36 The actual income in 2011 increased by 33% with a corresponding increase in expenditure of 20% when compared to the actual reported results in 2010.

37 These impressive results are, in part, a consequence of the full implementation of IPSAS, whereby income is attributed to the actual year of expenditure. This transition, in 2010, from cash to accrual basis accounting, reduced the reported revenues for that year, resulting in a significant increase in 2011 when student revenues were then recognized and reported on an accrual basis for the whole year.

38 In addition, the University received an extraordinary grant from the IMO Technical Co-operation Fund of £250,000 in 2011 (as in 2010), as recommended by the Technical Co-operation Committee and subsequently endorsed by the Council.

39 There was also a significant increase in tuition fee income from external sponsors, which allowed greater expenditure on the basic infrastructure of the University, such as IT.

40 However, despite these encouraging results, it remains a matter of concern that the University relies very heavily on a small number of donors. WMU is, therefore, increasing efforts to raise more revenue for both the budget and for the rebuilding of the University's reserves by introducing new PDC and outreach programmes, particularly in areas of active maritime hubs. The University is also continuing to take all measures possible to generate savings and to ensure cost-effective expenditure.

41 The Council will recall the adoption of resolutions A.933(22) and A.1031(26) on the University's financial sustainability. Discussion to identify potential sources of sustainable funding was not resolved by the Correspondence Group established by the Council, and so the resolution of the issue of WMU's sustainable funding remains a priority.

42 At the 27th session of the IMO Assembly in November 2011, it was resolved that 5% of the "not less than 80%" Trading Fund surplus transfer to the Technical Co-operation Fund be ring-fenced to support the finances of WMU, until such time as Council recommends other measures. This resolution is expected to provide approximately £180,000 in 2012, and has been warmly welcomed by the Board of Governors as both a welcome source of funding to the University, and a demonstration of support from the international community for WMU's vital capacity-building work.

### **Staff transitions 2011 – A process of renewal**

43 New appointments in 2011 included Maria Carolina Romero Lares (Venezuela) as Assistant Professor in November. The University continued to strengthen its cohort of research associates: Dr. Momoko Kitada (Japan), Henrik Nilsson (Sweden), Dr. Birgit Nolte-Schuster (Germany) and Dr. Chetan Gaonkar (India) all joined the University in 2011.

44 Ton Smaal (Netherlands) joined WMU in March as Registrar, following the retirement of Bruce Browne at the end of 2010.

45 The University continued to benefit from a roster of visiting professors, who provide an essential input to the University's academic programme. The Board of Governors would like to express its thanks to all visiting professors and lecturers who, through 372 lecture sessions, contributed a wide range of knowledge, experience and expertise.



## ATTACHMENT 1

### MEMBERS OF THE BOARD OF GOVERNORS as at 31 December 2011

Chairman and Chancellor  
Mr. E.E. MITROPOULOS

Alternate Chairman  
Dr. C.P. SRIVASTAVA, KCMG  
(Founding Chancellor Emeritus)

Government Departments  
(in country alphabetical order)

Ms Judith FRANCIS  
Maritime Attaché  
High Commission for the  
Commonwealth of The Bahamas

Admiral Aurélio RIBEIRO DA  
SILVA FILHO  
Permanent Representative of  
Brazil to IMO

Mr. Tim MEISNER  
Director-General Policy  
Transport Canada

Mr. Andreas NORDSETH  
Director-General  
Danish Maritime Authority

Mr. Seyyed Ataollah SADR  
Deputy Minister of Roads and  
Transportation  
Managing Director, PMO  
Islamic Republic of Iran

Rear Admiral Peter BRADY (ret'd)  
Director General  
The Maritime Authority of Jamaica

Ms Nancy Wakarima KARIGITHU  
Director General  
Kenya Maritime Authority

Mr. David J.F. BRUCE  
Permanent Representative of the  
Republic of the Marshall Islands to  
IMO

HE Mr. Gilberto ARIAS  
Ambassador Extraordinary and  
Plenipotentiary  
Permanent Representative of the  
Republic of Panama to IMO

The Hon. Ms. Maria Elena H.  
BAUTISTA  
Administrator, Maritime Industry  
Authority (MARINA)  
Philippines

Mr. Alexander Y. FROLOV  
Permanent Representative of the  
Russian Federation to IMO

Ambassador Mia HORN AF  
RANTZIEN, Director, Swedish  
ABCDE-secretariat  
Ministry of Foreign Affairs  
Sweden

HE Binali Yildirim  
Minister of Transport and  
Communications  
Turkey

Admiral James C. CARD, USCG  
ABS Plaza  
United States of America

Mr. Simon COCKBURN  
Acting Permanent Representative  
of the United Kingdom of Great  
Britain and Northern Ireland to IMO

Organizations/Shipping Industry  
(in alphabetical order)

Mr. Carlos SALINAS  
Federation of ASEAN Shipowners'  
Association (FASA)

Mr. Paul SADLER  
Permanent Representative of  
IACS to IMO

Mr. Peter BLACKHURST  
Head of Maritime Safety Services  
Inmarsat Global Limited

Captain Esteban PACHA  
Director General  
International Mobile Satellite  
Organization (IMSO)

Mr. Måns JACOBSSON  
Former Director  
International Oil Pollution  
Compensation Funds)

Mr. Jon WHITLOW  
Secretary, Seafarers, Fisheries &  
Inland Navigation  
International Transport Workers'  
Federation (ITF)

Reverend Tom HEFFER  
Secretary-General  
Mission to Seafarers, London

Mr. S. HAJARA  
Chairman and Managing Director  
Shipping Corporation of India Ltd

Education and Research  
Institutions (in alphabetical order)

Professor WANG Zuwen  
President  
Dalian Maritime University (DMU)  
People's Republic of China

Professor Dr. Peter EHLERS  
Former President, Federal  
Maritime and Hydrographic Agency  
Director, International Max-Planck  
Research School for Maritime  
Affairs  
Germany

Dr. KEO-DON Oh  
President  
Korea Maritime University  
Republic of Korea

Mr. Hiroshi TERASHIMA  
Executive Director  
Ocean Policy Research Foundation  
Ship and Ocean Foundation of  
Japan

Professor Myron A. THOMPSON  
Associate Provost and Executive  
Director of the Graduate School  
University at Buffalo  
United States of America

***Ex-officio Members***  
Ms Gunilla MALMLÖF  
Senior Legal Counsel  
Swedish Maritime Administration

Mr. Ilmar REEPALU  
Mayor of the City of Malmö

Mr. Andrew WINBOW  
Director, Administrative Division  
International Maritime Organization

**MEMBERS OF THE EXECUTIVE BOARD  
as at 31 December 2011**

Mr. Torben Skaanild  
Secretary-General  
BIMCO

Chairman, Executive Board

Ms Kimberly KARLSHOEJ  
Director  
TK Foundation  
Denmark

Mr. Hiroshi TERASHIMA  
Executive Director  
Ocean Policy Research Foundation  
Japan

Mr. Claes Isacson  
CEO, Gard P&I and P&I International Group Chairman  
Gard AS  
Norway

Professor Alice NEWTON  
Professor, Senior Scientist  
NILU-CEE  
Norway

Ms. Doris MAGSAYSAY HO  
President and Chief Executive Officer  
A. Magsaysay, Inc.  
Philippines

Ms Gunilla MALMLÖF  
Senior Legal Counsel  
Swedish Maritime Administration  
Sweden

His Excellency Mr. Binali YILDIRIM  
Minister of Transport and Communications  
Turkey

Mr. John Ridgway  
Chief Executive Officer  
BP Shipping Ltd.  
United Kingdom

Mr. Clay MAITLAND  
Managing Partner  
International Registries, LLC  
United States of America

Mr. A. WINBOW  
*(Secretary-General appointee, pro tem)*  
Assistant Secretary-General  
Director, Administrative Division  
International Maritime Organization

**ATTACHMENT 2**

**WMU GRADUATES 1983-2011 (ALL PROGRAMMES)**

<b>Region of origin</b>	<b>1980s</b>	<b>1990s</b>	<b>2000s</b>	<b>2010s</b>	<b>Totals</b>
Africa	191	314	227	81	813
Asia & the Pacific	107	314	872	224	1,517
Europe & North America	25	46	105	40	216
Latin America & the Caribbean	99	141	98	16	354
Middle East & North Africa	74	131	111	24	340
<b>Totals</b>	<b>496</b>	<b>946</b>	<b>1,413</b>	<b>385</b>	<b>3,240</b>

**COUNTRIES OF ORIGIN OF WMU GRADUATES 1983 – 2011  
(ALL PROGRAMMES)**

Albania	6	Ecuador	14	Mexico	23	Somalia	22
Algeria	38	Egypt	51	Micronesia (Federated States of)	1	South Africa	4
Angola	10	El Salvador	2	Mongolia	2	Spain	5
Antigua and Barbuda	3	Equatorial Guinea	3	Morocco	14	Sri Lanka	50
Argentina	15	Eritrea	7	Mozambique	32	Sudan	15
Australia	3	Estonia	3	Myanmar	40	Sweden	26
Azerbaijan	1	Ethiopia	31	Namibia	10	Switzerland	2
Bahamas	2	Fiji	11	Nepal	2	Syrian Arab Republic	2
Bahrain	8	Finland	1	Netherlands	2	Thailand	56
Bangladesh	75	France	5	Netherlands Antilles <sup>2</sup>	1	Togo	7
Barbados	5	Gabon	2	Nicaragua	8	Tonga	4
Belgium	2	Gambia	13	Nigeria	122	Trinidad and Tobago	25
Belize	3	Georgia	4	Niger	6	Tunisia	22
Benin	18	Germany	12	Oman	4	Turkey	25
Bermuda	1	Ghana	73	Pakistan	43	Tuvalu	1
Bolivia (Plurinational State of)	3	Greece	27	Panama	24	Uganda	12
Brazil	11	Grenada	2	Papua New Guinea	4	Ukraine	5
Brunei Darussalam	5	Guatemala	6	Paraguay	2	United Arab Emirates	3
Bulgaria	3	Guinea	15	Peru	21	United Kingdom	15
Burkina Faso	4	Guinea-Bissau	3	Philippines	123	United Republic of Tanzania	68
Burundi	5	Guyana	12	Poland	1	United States	14
Cambodia	21	Haiti	11	Portugal	8	Uruguay	7
Cameroon	33	Honduras	12	Qatar	2	Vanuatu	3
Canada	3	India	107	Republic of Congo	11	Venezuela	26
Cape Verde	20	Indonesia	99	Republic of Korea	56	Viet Nam	89
Cayman Islands (United Kingdom)	1	Iran (Islamic Republic of)	83	Romania	7	Yemen	13
Chile	26	Iraq	2	Russian Federation	15	Zambia	4
China	623	Ireland	1	Saint Kitts and Nevis	1	Zimbabwe	1
Colombia	28	Italy	4	Saint Lucia	5		
Comoros	2	Jamaica	27	Saint Vincent and the Grenadines	4	Gibraltar (United Kingdom)	1
Cook Islands	1	Japan	22	Samoa	4	Hong Kong, China	5
Costa Rica	7	Jordan	16	São Tomé and Príncipe	3	Isle of Man (United Kingdom)	1
Côte d'Ivoire	19	Kenya	58	Saudi Arabia	45	Macao, China	3
Croatia	2	Kiribati	2	Senegal	24	Netherlands Antilles <sup>*</sup>	1
Cuba	6	Kuwait	2	Seychelles	2	Occupied Palestinian Territories	1
Cyprus	15	Latvia	6	Sierra Leone	26		
Dem. People's Republic of Korea	8	Lebanon	7	Singapore	7	<b>Total number of countries/ territories</b>	<b>163</b>
Dem. Republic of the Congo	8	Liberia	26	Slovakia	1		
Denmark	4	Libyan Arab Jamahiriya	2	Slovenia	2		
Djibouti	4	Lithuania	20	Solomon Islands	1		
Dominican Republic	11	Madagascar	15				
		Malawi	25				
		Malaysia	46				
		Maldives	10				
		Malta	9				
		Marshall Islands	1				
		Mauritania	12				
		Mauritius	9				

\* On October 2010, the Netherlands Antilles ceased to exist as a part of the Kingdom of the Netherlands. The Kingdom of the Netherlands now consists of four parts: the Netherlands, Aruba, Curacao and Sint Maarten.

**ATTACHMENT 3**

**WMU INCOME in 2010 and 2011  
(Euros '000)**

<b>CATEGORY</b>	<b>ACTUAL INCOME 2010</b>	<b>ACTUAL INCOME 2011</b>
<b>A. Budget Contributions</b>		
Government of Sweden	2,441	2,770
International Maritime Organization Technical Co-operation Fund	307	292
Nippon Foundation, Japan	285	481
Outreach Programme	460	393
Government of Canada	167	21
Inmarsat Global Ltd.	73	83
Government of Denmark	79	0
City of Malmö	21	0
Government of Cyprus	5	5
Government of Thailand	5	0
<b>Total Budget Contributions</b>	<b>3,843</b>	<b>4,045</b>
<b>B. Fellowship Income *</b>	1,646	3,114
<b>C. Interest Earnings</b>	2	25
<b>D. Other Income **</b>	711	1,086
<b>GRAND TOTAL INCOME</b>	<b>6,202</b>	<b>8,270</b>

NOTES: \* See Attachment 4 for sources of fellowship income.  
\*\* See note to Attachment 5, page 13.

**ATTACHMENT 4**

**2011 FELLOWSHIP INCOME  
(in Euros)**

<b>SPONSOR/SOURCE</b>	<b>AMOUNT</b>
1. Ocean Policy Research Foundation, Japan	887,031
2. IMO Technical Co-operation Programme	370,714
4. International Transport Workers' Federation	180,000
5. Government of the United Kingdom	175,962
6. Government of the Republic of Korea	123,689
7. SAFEMED	102,286
8. Other Government	723,279
9. Self - Finance	224,953
10. Company/Organization	238,087
10. TK Foundation	72,000
11. Ph.D. Fee	16,498
<b>TOTAL FELLOWSHIP INCOME</b>	<b>3,114,499</b>

**ATTACHMENT 5**

**WMU EXPENDITURE IN 2010 and 2011  
(Euros '000)**

	<b>2010 OUTCOME</b>	<b>2011 OUTCOME</b>	<b>% Increase/ decrease</b>
<b>1. Personnel Costs</b> (staff salaries and entitlements, travel, visiting professors, consultants and Separation benefits)	3,430	3,596	5%
<b>2. Student Costs</b> (accommodation, subsistence, travel, insurances, study materials)	1,641	2,031	24%
<b>3. Academic Costs</b> (library, field study programme, outreach and distance-learning programme; conference and other development courses)	598	668	12%
<b>4. General Administration **</b> (IT system, equipment, printing and publications, communications,)	204	753**	269%**
<b>TOTAL EXPENDITURE</b>	<b>5,873</b>	<b>7,050</b>	<b>20%</b>

\*\* This large increase in expenditure in 2011 is primarily due to two factors:

- (a) currency exchange fluctuation from SEK and other currencies to Euros costing €300,000.
- (b) two conferences were held in 2011 which brought significantly higher revenue (see Attachment 3) and commensurately higher expenditure of €131,000.