

ANNUAL REPORT

2020



CONTENTS

Message from the Chancellor	2
Message from the President	4
2020 Highlights	6
Governance and Leadership	8
Our Students	9
Our Programmes	10
PhD in Maritime Affairs – Malmö, Sweden	10
MSc in Maritime Affairs – Malmö, Sweden	10
MSc Outreach in China	11
MPhil	11
Distance Learning	11
LLM	11
Postgraduate Diplomas	11
Executive and Professional Development Courses	11
English & Study Skills Programme (ESSP) – Malmö, Sweden	11
WMU-Sasakawa Global Ocean Institute	12
Research	13
International Conferences & Events	14
International Collaboration	14
Publications	15
Human Resources	16
Contributions to the UN 2030 Sustainable Development Agenda	18
Industry Liaison Group	19
Stewards of the Sea Campaign	20
Fellowship Donors	21
Donations in 2020	22
Field Studies	23
Honorary Awards	23
Finances	24
Faculty Publications 2020	26

THE MISSION OF THE WORLD MARITIME UNIVERSITY (WMU) IS TO BE THE WORLD CENTRE OF EXCELLENCE IN POSTGRADUATE MARITIME AND OCEANS EDUCATION, PROFESSIONAL TRAINING AND RESEARCH, WHILE BUILDING GLOBAL CAPACITY AND PROMOTING SUSTAINABLE DEVELOPMENT.

THE VISION OF WMU IS TO INSPIRE LEADERSHIP AND INNOVATION FOR A SUSTAINABLE MARITIME AND OCEANS FUTURE.

WHO WE ARE

As a global centre of excellence established within the framework of the International Maritime Organization (IMO), a specialized agency of the United Nations, the World Maritime University plays a significant role in maritime and ocean education, research, capacity-building and economic development while promoting the role of women in the maritime and ocean sectors.

The aim of WMU is to further enhance the objectives and goals of the IMO, IMO member States and the maritime industry, building global capacity through our unique postgraduate education programmes as well as professional development courses and research that meet the highest standards in maritime and oceans affairs. We work closely with the IMO and key stakeholders including maritime and port administrations, the maritime industry and non-governmental organizations.

The United Nations General Assembly (UNGA) on 31 December 2020 adopted Resolution A/75/239 on Oceans and the Law of the Sea. The resolution continues, for an eleventh consecutive year since 2009, to recognize the importance of the World Maritime University (WMU) of the International Maritime Organization, as a centre of excellence for maritime education, research and capacity building. The resolution confirms WMU’s “effective capacity-building role in the field of maritime transportation, policy, administration, management, safety, security and environmental protection, as well as its role in the international exchange and transfer of knowledge, notes the role of the World Maritime University-Sasakawa Global Ocean Institute and urges States, intergovernmental organizations and other bodies to make voluntary financial contributions to the University’s Endowment Fund.” The University’s connection to the United Nations family, and unique relationship with IMO, are invaluable assets that are only offered by WMU.

The impact of WMU has been immense since its inauguration in 1983. With an international presence and a global reach, there are 5,392 graduates from 170 countries and territories. WMU continues to build maritime and ocean capacity and expertise taking into account the UN Sustainable Development Goals (UN SDGs) 2030.



MESSAGE FROM THE CHANCELLOR



Mr. Kitack Lim
WMU Chancellor and Secretary-General,
International Maritime Organization,
WMU Class of 1991

“ WHEN ADVISING OR REPRESENTING THEIR COUNTRY, OR WHEN NEGOTIATING WITH INTERNATIONAL PARTNERS, WMU GRADUATES RELY ON THE EDUCATION AND TRAINING THEY RECEIVED AT THE UNIVERSITY. THEY WILL TAKE THEIR PLACES ON THE GREAT STAGE OF THE WORLD'S MARITIME AND OCEANS SECTORS AND WILL BE INSTRUMENTAL IN THE PANDEMIC RESPONSE AND RECOVERY EFFORTS, BOTH INTERNATIONALLY AND IN THEIR HOME COUNTRIES. ”

As the Chancellor of the World Maritime University (WMU), it is an honour for me to present the 2020 Annual Report on behalf of the University's Board of Governors and Executive Board, the members of which, I thank for their dedication and hard work on behalf of the University.

Despite the COVID-19 pandemic, the University continued to deliver on its mandate, providing essentially uninterrupted education for its students. The quick move to online learning in March 2020 underlines the excellence of WMU in providing maritime and oceans education, research and capacity-building.

I received regular briefings from the President through 2020 on the steps taken by the University to ensure the health and safety of its students and the successful completion of another academic year. The University was able to deliver small scale and online graduation ceremonies to ensure that the momentous occasion of graduating from WMU was duly celebrated for the Class of 2020.

As a WMU graduate myself, I know first-hand the invaluable skills gained through a WMU education. Graduates of WMU are equipped with the necessary skills to contribute effectively to the realization of IMO's goals. Their efforts will benefit us all as they foster sustainable development in

support of the achievement of the United Nations' Sustainable Development Goals (UN SDG). When advising or representing their country, or when negotiating with international partners, WMU graduates rely on the education and training they received at the University. They will take their places on the great stage of the world's maritime and oceans sectors and will be instrumental in the pandemic response and recovery efforts, both internationally and in their home countries.

The Class of 2020 included 239 graduates from 79 countries – 110 MSc graduates from the Malmö Headquarters and 61 MSc graduates from the China programmes (a combined total of 171 MSc graduates), one PhD graduate and 63 graduates from the distance learning programmes (including 5 LLM graduates). In support of UN SDG 5 focusing on gender equality, a third of the overall graduates in 2020 were women. The total number of WMU graduates now stands at 5,392 from 170 countries and territories.

Beyond the excellent education provided at the University, WMU is excelling in supporting the shipping industry by bringing together the maritime and oceans sectors through its research and outreach programmes. Although physical meetings were not possible for the majority of 2020, the University offered seven public webinars, three of which focused on issues affecting the maritime and oceans sectors due to the pandemic. The WMU-Sasakawa Global Ocean Institute

(GOI) continued its contributions to the achievement of UN SDG 14 concerning the conservation and sustainable use of the oceans, as an independent focal point working at the interdisciplinary interface of several cognitive fields pertaining to science, policy, ocean governance and law. In addition, several on-going maritime and ocean research projects and PhD opportunities are advancing our collective knowledge on maritime and ocean topics in support of sustainable use of the oceans and achievement of the UN SDGs.

For the 11th consecutive year, the United Nations General Assembly, through a Resolution on Oceans and Law of the Sea, recognized WMU's work and encouraged the maritime community at large to continue to support its mission. It is our donors who have the power to ensure a sustainable future for the University. They understand the impact of WMU's capacity-building mission and recognize that their contributions support the implementation of IMO instruments and policies, as well as the UN SDGs for the benefit of humankind.

I wish to express my sincere appreciation to Dr. Cleopatra Doumbia-Henry, President of

WMU, and her team for ensuring that WMU was able to fulfil its mission in 2020 despite the pandemic, ensuring it remains at the forefront of maritime and ocean education, research and capacity-building in the maritime and oceans sectors. In addition, I thank them for their ongoing and tireless efforts to secure the financial sustainability of the University through the Stewards of the Sea campaign to ensure the long-term future and success of WMU, which will benefit future generations of maritime and ocean leaders.

I express my heartfelt appreciation to all organizations and institutions that provide assistance to the University to achieve its global mission. I would like to extend my sincere gratitude to the Government of Sweden and the City of Malmö, hosting and supporting WMU since 1983. My deepest gratitude goes to the international donors who provided fellowships for the Class of 2020, as well as many governments that sponsored their employees.

Together we will inspire leadership and innovation for a sustainable maritime and oceans future.



MESSAGE FROM THE PRESIDENT



Dr. Cleopatra Doumbia-Henry
President

“ WMU ALUMNI ARE UNIQUE AMBASSADORS FOR THE UNITED NATIONS SYSEM, WORKING TO ACHEIVE THE UNITED NATIONS 2030 SUSTAINABLE DEVELOPMENT GOALS. THEIR EFFORTS WILL BENEFIT HUMANITY WITH THEIR UNDERSTANDING OF SUSTAINED DEVELOPMENT, SECURE GOVERNANCE, AND THE FIGHT AGAINST CLIMATE CHANGE. THEY BEAR GREAT RESPONSIBILITY, BUT WE ARE CONFIDENT IN THE GREAT IMPACT THEY ARE HAVING, AND WILL HAVE, ON THE SUSTAINABILITY OF OUR COMMON OCEAN AND SHARED PLANET. ”

In my capacity as President of the World Maritime University, I am pleased to present this Annual Report that highlights achievements throughout 2020.

The COVID-19 pandemic has impacted all of our lives, in ways we could not have anticipated. The maritime sector has played a critical role throughout this crisis, ensuring that essential goods continue to be delivered across the globe. However, the pandemic has had a terrible effect on members of our community, whether seafarers who have not been able to disembark from their vessels and return home, or the companies that power our world and its essential commerce.

The global upheaval caused by the pandemic is unprecedented in our lifetime, yet in 2020, WMU continued to deliver on its mission of providing excellence in postgraduate maritime and oceans education, professional training and research, while building global capacity and promoting sustainable development.

We are immensely proud of the Class of 2020 who will go down in WMU history for their strength, resilience and determination to complete their education despite the challenges of the pandemic, and the fact that many of them were far from home and family at an exceptionally difficult time. The route they had to take was not the one anticipated, but the end result was as expected - a stellar class of WMU maritime and ocean leaders on whom we can rely to implement the knowledge they gained at WMU to ensure a

sustainable maritime and ocean future. The way forward is uncharted and will not be easy, but we trust that all of our alumni, from 170 countries and territories around the globe, will use their expertise gained at WMU to forge ahead and be leaders in the pandemic response and recovery process.

Despite the challenges of 2020, the WMU community ensured that the work of the University continued essentially uninterrupted. Aside from conferences and events that had to be postponed, WMU continued with business as usual albeit adjusted to the pandemic situation. I wish to take this opportunity to thank the entire WMU community for their support in making these necessary transitions as seamless as possible. The WMU Faculty and Staff are to be commended for their efforts to ensure that the University continued to function as expected, that our students received the high standard of education WMU is accustomed to delivering, and we continued to advance important maritime and ocean research. All classes in Malmö moved online on 19 March, and staff were requested to work from home to the extent possible. Visiting Lecturers continued their important contributions to our programmes by also shifting to an online format, and our on-site students transitioned to online learning with determination and understanding, not letting the circumstances deter them from their goal of obtaining a WMU degree.

Our governing bodies, the Executive Board and Board of Governors, continued their

work, meeting virtually, and among other important initiatives, adopted the WMU Strategic Plan 2020-2023. The plan includes four strategic directions that take into account the strategic directions of the International Maritime Organization (IMO) for 2018 – 2023, as well as the United Nations Sustainable Development Agenda and the related Goals (UN SDGs). The Strategic Directions include, Educating and Fostering Maritime and Ocean Leaders, Enhancing Maritime and Ocean Research, Enhancing Strategic Collaboration and Partnerships with Key Stakeholders, and Strengthening Financial and Institutional Sustainability - Investing in the Future. Also included in the Strategic Plan is the WMU [Vision Statement: To inspire leadership and innovation for a sustainable maritime and oceans future](#). This vision will be a driving force for the University as we continue to fulfill our mission.

Among the 32 research projects and consultancies underway at WMU in 2020, the University joined as a partner on three major projects that further enhance WMU's maritime research agenda: ITF Transport 2040 - Phase II - Maritime follows on the 2019 flagship report and focuses on transforming the findings of Phase I into concrete and practical outcomes; EU Emission Trading System - Impacts of Including Maritime Transport aims to analyze the consequences and policy designs of including shipping into the EU Emissions Trading System (EU ETS), in order to contribute to a climate-neutral EU in 2050; and WeCAPS - Improving Port Security in West and Central Africa is aimed at supporting developing countries in West and Central Africa to adequately address increasing vulnerabilities related to port security.

In 2020, the WMU-Sasakawa Global Ocean Institute (GOI) continued to advance our commitment to Goal 14, focused on the ocean. Highlights include the launch of the 'Closing the Circle Programme: Marine Debris, Sargassum Threats and Marine Spatial Planning in the Eastern Caribbean Region', and joining the European Union Horizon 2020 funded Project 871250 – BugWright2: 'Autonomous Robotic Inspection and Maintenance on Ship Hulls' with contributing work on 'Overcoming Regulatory Barriers for Service Robotics in An Ocean Industry Context'.

In November, the WMU research report – A Culture of Adjustment – underlined systemic failures in the implementation of the regulatory regime for seafarers' hours of work and rest, undermining the credibility of international regulations relating to working hours. The conclusions reveal a system that masks widespread malpractices which ultimately negatively impact the effectiveness of

international Conventions.

I wish to take this opportunity to thank the Government of Sweden and the City of Malmö, the hosts of WMU, for their continued generosity, including the financial support for the operations of the University and making available to it the facilities, including for the GOI, that enable us to function. Sincere thanks are also extended to our many donors for their ongoing support to the University and to its mission. I would also like to express a special thanks to the WMU Fellowship donors for the Class of 2020 - with 30 fellowships awarded by The Nippon Foundation, 10 from both the IMO and the Government of Norway, six from the Government of the Republic of Korea, five from the ITF Seafarers' Trust, four each from the Government of Germany and the TK Foundation, three each from the Australian Maritime Safety Authority and Orients Fond, two each from the Government of The Netherlands and Stena Rederi AB, and singular awards from the International Chamber of Shipping, MPA Academy of Singapore, the Norwegian Seafarers' Union and GARD AS. This continued support from our donors is essential to achieve our educational mandate and fulfill our capacity building mission as we educate the maritime and ocean leaders of today and tomorrow.

It is imperative that WMU, with its unique mission and focus on supporting the achievement of the UN 2030 Agenda, remains at the forefront of maritime and oceans education, research, scholarship and capacity building. Now, more than ever, we must forge ahead and ensure the long-term financial sustainability of WMU. The challenges of this past year have amplified the need to advance our Stewards of the Sea campaign in support of the WMU Endowment Fund.

International shipping transports more than 80 percent of global trade to peoples and communities all over the world. Our ongoing research and capacity-building efforts have a decided impact on the maritime and ocean sectors, and we are particularly proud of our alumni from over 170 countries and territories who are unique ambassadors for the United Nations system, working to achieve the United Nations 2030 Sustainable Development Goals. Their efforts will benefit humanity with their understanding of sustained development, secure governance, and the fight against climate change. They bear great responsibility, but we are confident in the significant impact they are having, and will have, on the sustainability of the maritime sector, our common ocean and our shared planet.

2020 HIGHLIGHTS

January



Closing the Circle

Launched in January by the WMU-Sasakawa Global Ocean Institute, the Closing the Circle Programme focuses on marine debris, sargassum and marine spatial planning in the Eastern Caribbean region.



EU H2020 Bugwright2

In January, WMU joined the European Union Horizon 2020 funded Project 871250 – BugWright2: 'Autonomous Robotic Inspection and Maintenance on Ship Hulls'

February



MTCC - Asia Global Sulphur Cap Workshop

The first international workshop by WMU and the Danish Maritime Authority on IMO's 2020 Global Sulphur Cap was hosted in by MTCC-Asia in Myanmar, 13-15 January.



Friends of WMU Germany Inception

On 5 February in Hamburg, the Friends of WMU Germany inception included representatives of German maritime administrations, professional maritime bodies, the maritime industry & individual members.

March



Energy & Shipping Expert Workshop

In cooperation with the International Transport Forum and Nordic Energy Research, on 26-27 February, WMU hosted experts from the government sector, industry, civil society & academia to discuss energy use in shipping.



WeCAPS - Improving Port Security in West and Central Africa

WMU joined the WeCAPS research project in March to support developing countries in West & Central Africa to adequately address increasing vulnerabilities related to port security.

June



WMU/IMLI Symposium on Flag State Responsibilities

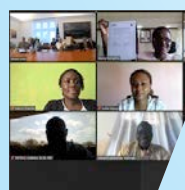
At IMO headquarters on 5 March, WMU and IMLI, with the support of IMO and ITLOS, held a Symposium on Flag State Responsibilities and the Future of Article 91 of UNCLOS.



EU Emission Trading System - Impacts of Including Maritime Transport

In June, WMU partnered on research that aims to analyze the consequences and policy designs of including shipping into the EU Emissions Trading System.

July



Partnership with Kenya

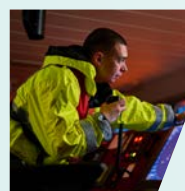
On 8 July an MoU was signed with Kenya's Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works, State Department for Shipping and Maritime to support the shipping and maritime sector.



MTR 100 Ocean Influencer

The 15th annual "MTR100" featured Dr. Cleopatra Doumbia-Henry, WMU President, as an Ocean Influencer on issues impacting the international shipping industry, maritime law & gender equality in ocean-related fields.

August



MarTID 2020 Report Released

The third annual MarTID report was released in August with a focus on "Quality in Training," exploring the implementation of quality assurance systems in seafarer education and training.



Graduation - ITL MSc Programme, Shanghai

Graduation for the MSc Programme in International Transport and Logistics, in cooperation with Shanghai Maritime University, took place virtually on 22 August.

September



Partnership with REV Ocean

In a virtual ceremony on 8 September, an MoU was signed with REV Ocean to tackle marine debris, illegal, unreported and unregulated fishing (IUU), and climate change through innovative education initiatives that will support priority areas identified in UN SDG 14.



2020 Academic Year Begins, Malmö

The academic year began in Malmö on 14 September. Due to the COVID-19 pandemic, 51 students had arrived in Malmö. Those who had not yet completed a 14-day self-isolation, or had not yet traveled to Malmö, participated in the Class of 2021 Inauguration via video conferencing.

October



Workshop on Empowering Women for UN Decade of Ocean Science

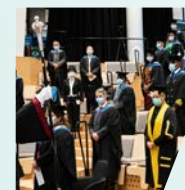
From 28-30 September, the WMU-Sasakawa Global Ocean Institute hosted a virtual workshop in support of the research and capacity-building programme, Empowering Women for the United Nations Decade of Ocean Science for Sustainable Development.



Partnership with Philippine Transmarine Carriers

On 21 October, a Memorandum of Understanding was signed in a virtual ceremony with Philippine Transmarine Carriers, Inc. (PTC) to enable linkages in the field of maritime education and training.

November



Graduation

Due to the ongoing COVID-19 pandemic, four small graduation ceremonies were held at WMU over 31 October and 1 November to honour the graduates. A distance learning virtual graduation took place on 6 November. The 2020 graduation ceremonies bring the total number of WMU graduates to 5,392 from 170 countries.



A Culture of Adjustment Report Released

A WMU research report released on 9 November underlined systemic failures in the implementation of the regulatory regime for seafarers' hours of work and rest, undermining the credibility of international regulations relating to working hours.

December



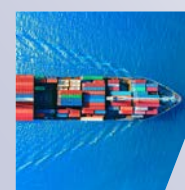
4th WMU-KMI Seminar

The 4th KMI-WMU Seminar, delivered in cooperation with the Korean Maritime Institute (KMI), took place 12 and 13 November on the topic of Container Shipping Business and Maritime 4.0 Policy and Strategy. Due to the pandemic, some participants were present at the venue in Seoul, Korea, and others joined remotely via video conferencing.



Graduation - MSEM MSc Programme, Dalian

The 2020 graduation ceremony of the MSc specialization in Maritime Safety and Environmental Management in cooperation with Dalian Maritime University took place on 6 December. WMU representatives participated via video link.



Decarbonizing Long Distance Shipping

On 15 December, WMU announced joining the EU funded Horizon 2020 (H2020) research project CHEK - deCarbonizing sHipping by Enabling Key technology symbiosis on real vessel concept designs that aims to demonstrate a combination of innovative ship design and technologies operating in symbiosis.



UN General Assembly Continues to Recognize Important Role of WMU

On 31 December, the UNGA adopted Resolution A/75/239 on Oceans and the Law of the Sea which includes recognizing WMU, for the eleventh consecutive year, as a centre of excellence for maritime education, research and capacity building.

GOVERNANCE AND LEADERSHIP

WMU IS GOVERNED BY A CHARTER ADOPTED BY THE IMO ASSEMBLY, WHICH IS MADE UP OF DELEGATIONS FROM 174 IMO MEMBER STATES AND 3 ASSOCIATE MEMBERS.

THE WMU REVISED CHARTER, ADOPTED BY THE 30TH SESSION OF THE IMO ASSEMBLY IN DECEMBER 2017, SETS THE COURSE FOR THE NEXT DECADE.

In accordance with the Charter, WMU's governance structure consists of a Board of Governors (BoG) and an Executive Board (EB). The IMO Secretary-General is the WMU ex-officio Chancellor. The President directs and administers the University.

The BoG meets once a year and is responsible for exercising due governance of the University, ensuring the effectiveness and continuity of its operations, protecting the autonomous nature of the University within the framework of the IMO, and ensuring the maintenance of the highest academic and professional standards. The BoG is composed of up to 30 members who are appointed by the IMO Secretary-General for a renewable period of three years. The BoG meets annually and is chaired by the Chancellor. The reports approved by the BoG are submitted to the IMO Council. The Chairperson of the Executive Board, the President of the University as well as the ex-officio member from the Government of Sweden attend meetings of the BoG.

The EB is composed of up to 11 members, 8 of whom are appointed by the BoG, while the IMO Secretary-General appoints the Chairperson of the EB. They have a renewable two-year term of office. The EB meets three times a year. In addition to performing functions specified in the Charter, it facilitates the work of the University, provides oversight between sessions of the BoG, monitors the implementation of the decisions of the Board of Governors and gives directions and guidelines as necessary.

The President is appointed by the Secretary-General of the IMO to direct and administer the University, in accordance with the University's Statutes, Regulations and Rules, strategic directions and plans. The President presides over the Academic Council, which assists in the coordination, promotion and implementation of the academic work programme of the University. The President is assisted by the Vice President International, the Vice President Academic, the Chief Operations Officer, and the Director of the WMU- Sasakawa Global Ocean Institute.

OUR STUDENTS

WITH 5,392 ALUMNI FROM 170 COUNTRIES & TERRITORIES, WMU HAS A REMARKABLE PRESENCE IN THE MARITIME SECTOR.

The total number of female graduates to date is 1,181 including 671 female graduates of the Malmö MSc programme.

WMU alumni assume positions of prominence around the world such as prime minister, ministers and senior maritime officials, directors of shipping companies and ports, and as heads of maritime academies and naval organizations. They hold prominent positions within UN organizations including the current Secretary-General of the IMO, and many represent their home countries at the IMO and in international forums and organizations. The alumni maintain close ties with each other creating a unique maritime global network that increases by ~350 graduates annually.

Enrolled Students	2019	2020
Malmö	119	111
PhD (continuing)	36	42
Dalian	37	34
Shanghai	28	26
MPhil	1	1
Marine Insurance	11	5
Maritime Energy	9	10
Maritime Safety and Security	8	0
Executive Maritime Management	21	37
International Maritime Law	58	46
LLM	10	1
ESSP	(6 ESSP only) 34	(no ESSP only) 21
Total	344	334



OUR PROGRAMMES

PhD in Maritime Affairs – Malmö, Sweden

Designed as a flexible research degree related to the IMO mission of safety, security and environmental protection, the PhD programme involves 3-6 years of study on a full or part-time basis at WMU or elsewhere. PhD students are either self-funded or supported by research projects. The PhD programme provides the University with both an income stream from tuition fees and significantly increases its publication and citation listings.

Doctoral research at WMU falls mainly within one of the following Research Priority Areas (RPAs):

- Environmental Impacts of Marine Activities
- Maritime and Marine Technology and Innovation
- Maritime Economics and Business
- Maritime Energy Management
- Maritime Law, Policy and Governance
- Maritime Safety
- Maritime Social and Labour Governance

In addition to the above RPAs, the WMU-Sasakawa Global Ocean Institute carries out and coordinates research in line with its vision to act as an independent focal point for the ocean science-policy-law-industry-society interface where policy makers, the scientific community, regulators, industry actors, academics, and representatives of civil society meet to discuss how best to manage and use ocean spaces and their resources in accordance with the UN SDGs. Through evidence-based research, the Institute seeks to provide new perspectives on how to address the manifold threats facing the ocean.

MSc in Maritime Affairs – Malmö, Sweden

Student enrolment in 2020 was 112 on the flagship Malmö-based MSc programme, including four students who joined the accelerated programme in January 2020. This enrolment number, despite the pandemic, speaks to the strength and influence of the University. The proportion of MSc students (Malmö) who are funded by their employer, government, or from personal resources is an indicator of the University's financial health. In 2020, five students (5%) were self-funded.

The Malmö MSc programme is designed for mid-career maritime professionals to meet the current needs of the maritime sector. The first term of the standard 14-month programme includes research methodology and lays the foundation for successful graduate studies.

The accelerated 10-month programme began in the second specialization term that integrates academic subjects with real-world applications through the field study programme and visiting lecturers from the maritime sector. In the final term, students deepen their knowledge in their main field of study while simultaneously broadening their knowledge base through exploration of the other subject areas. The Class of 2019 was the first class for which a written dissertation was a requirement for all.

The MSc programme in Malmö offers:

- Maritime Safety & Environmental Administration
- Maritime Law & Policy
- Maritime Education & Training
- Port Management
- Shipping Management & Logistics
- Maritime Energy Management
- Ocean Sustainability, Governance & Management

Despite the pandemic, in 2020, more than 50 Visiting Professors and Guest Lecturers from around the world contributed to the online teaching at WMU. These visiting maritime professionals provide unique and invaluable insight into the maritime industry and are a guarantor for practice-informed research and teaching at WMU.

2020 Malmö MSc – Enrolments by type of funding	
Donor funded students	88
Government/company funded students	18
Self-funded students	5

2020 Graduates by Programme	
PhD	1
Malmö	112
Dalian	37
MPhil	2
Shanghai	24
PgDip Marine Insurance	6
PgDip Maritime Energy	8
PgDip Maritime Safety & Security	5
PgDip Executive Maritime Management	17
PgDip International Maritime Law	22
LLM International Maritime Law	5
Total	239

MSc Outreach in China

Established in 2005, the outreach MSc programmes in China were designed to extend WMU's professional education to a new and thriving clientele from the region and beyond, and to meet the maritime industry's demand for high-level specialized professionals in China's maritime market. The MSc in International Transport & Logistics (ITL) is delivered in Shanghai in cooperation with Shanghai Maritime University. The MSc in Maritime Safety & Environmental Management (MSEM) is delivered in Dalian in cooperation with Dalian Maritime University. The 15-month intensive programmes are taught entirely in English and the entry requirements, grading system and quality assurance process are those in force at WMU.

Enrollment in the outreach MSc programme in Shanghai remained relatively steady with 28 students enrolled in 2019 and 26 in 2020. It is of note that the graduating Class of 2019 for the programme in Shanghai reached a WMU record for gender parity with female students representing 52 percent of the graduates. The programme in Dalian also remained relatively steady with an enrollment of 38 students in 2019 and 34 in 2020. This is commendable during an unusual year with the effects of the pandemic. Only a few students from outside China could not join the programmes.

MPhil

In 2017, WMU and the International Maritime Law Institute (IMLI), sister institutions founded by the IMO, welcomed the first student in the Master of Philosophy (MPhil) programme in International Maritime Law and Ocean Policy. The unique, two-year programme offers students the chance to spend their first academic year in Malmö, following WMU's specialization in Ocean Sustainability, Governance and Management (OSGM), and the second academic year in Malta, following IMLI's LLM programme. The MPhil has been designed to provide a unique learning opportunity for maritime professionals who aim to shape the future of the world's oceans in accordance with Goal 14 of the UN 2030 Agenda for Sustainable Development. Graduates of the programme are expected to play an important role in developing national ocean governance policies to reflect the latest international initiatives, rules and regulations. Two students graduated from the programme in 2020 and there was one new enrollment.

Distance Learning

WMU collaborates with internationally renowned partners to deliver a variety of distance learning programmes including an LLM and five Postgraduate Diplomas, four of which are in partnership with either Lloyd's Maritime Academy or DNV GL Maritime Academy. These programmes address current

topics of critical importance in the maritime industry with a blended-learning approach.

The distance learning programmes offered in 2020 by WMU and our partners included:

Masters Degree

LLM in International Maritime Law*

Postgraduate Diplomas

International Maritime Law*
Marine Insurance Law and Practice
Executive Maritime Management**
Maritime Safety and Security**
Maritime Energy

*in partnership with Lloyd's Maritime Academy
**in partnership with DNV GL Maritime Academy

Due to low enrollment, the decision was made in 2019 to discontinue the Maritime Safety and Security programme, offered in partnership with DNV GL, from 2020.

Executive and Professional Development Courses

WMU delivers Executive and Professional Development Courses (EPDCs) around the world, providing an opportunity for mid-career updating and knowledge-sharing for maritime professionals. EPDCs range in length from a few days to several weeks and the blend of academic expertise and hands-on practical experience can be immediately applied in the workplace. Topics addressed meet current and future needs of the maritime market, particularly in key IMO-mandated areas. EPDCs can be customized to meet the educational requirements of a particular organization.

WMU's EPDC activities were affected by the outbreak of the pandemic from March 2020. Two EPDCs were conducted for two clients with a total of 48 participants over 23 training days and 80 training hours. The courses included an MTCC Asia Sulphur Cap Workshop and Curriculum Development and Design for the European Maritime Safety Agency (EMSA).

English & Study Skills Programme (ESSP) – Malmö, Sweden

A new promotional effort for the ESSP was made in 2016. Open to students joining WMU's standard MSc programme, or to independent students, the 3-month English & Study Skills Programme (ESSP) curriculum is designed to upgrade the English language competencies of the participants to postgraduate level. The programme begins in June annually. Due to the pandemic, there were not any ESSP only students in 2020. All 21 participants joined the Malmö MSc programme.

WMU-SASAKAWA GLOBAL OCEAN INSTITUTE

The WMU-Sasakawa Global Ocean Institute (GOI) was inaugurated in 2018 with generous support from The Nippon Foundation, together with the Governments of Sweden, Canada, and Germany, as well as the City of Malmö. The vision of the GOI is to act as an independent focal point for the ocean science-policy-law-industry-society interface where policy makers, the scientific community, regulators, industry actors, academics, and representatives of civil society meet to discuss how best to manage and use ocean spaces and their resources in accordance with the United Nations 2030 Agenda for Sustainable Development. In delivering the mission of the GOI, faculty and staff at the Institute undertake evidence-based research, teaching, capacity-building programmes and outreach on a broad range of topics in contemporary ocean affairs.

The research undertaken by the GOI provides new perspectives on how to address the manifold threats facing the ocean. Since its inauguration, the GOI has initiated and is implementing a number of research projects including the 'Land-to-Ocean Leadership Programme' supported by the Swedish Agency for Marine and Water Management (SwAM) and the German Federal Ministry of Transport

and Digital Infrastructure; and the 'Empowering Women for the United Nations Decade of Ocean Science for Sustainable Development' supported by the Department of Fisheries and Oceans Canada, from 2019. Further, in 2020 the GOI launched the 'Closing the Circle Programme: Marine Debris, Sargassum Threats and Marine Spatial Planning in the Eastern Caribbean Region' supported by The Nippon Foundation, and initiated the work as a part of the consortium for the European Union Horizon 2020 funded Project 871250 – BugWright2: 'Autonomous Robotic Inspection and Maintenance on Ship Hulls' with contributing work on 'Overcoming Regulatory Barriers for Service Robotics in An Ocean Industry Context'. Further information about each research and capacity-building programme can be found at www.wmu.se/goi.

The team at the GOI are committed to education and capacity building and contribute to the PhD and MSc programmes, as well as distance learning programmes. The focus is on lifelong learning, professionalism and engendering leadership skills in diverse cultural and social settings in accordance with the Charter of the United Nations and the 2030 Agenda for Sustainable Development.



RESEARCH

The WMU Maritime Research Agenda and the Global Ocean Research Agenda are integral components of the WMU Strategic Plan 2020-2023. WMU undertakes research work for the IMO and other UN agencies, the EU and for maritime and ocean organizations and the industry worldwide. In 2019, our research cooperation was strengthened and a major Maritime Research Agenda for the University was developed and adopted by the Board of Governors.

The seven Maritime Research Priority Areas are:

- Environmental Impact of Maritime Activities
- Maritime Safety
- Maritime Energy Management
- Maritime Social and Labour Governance
- Maritime and Marine Technology and Innovation
- Maritime Economics and Business
- Maritime Law, Policy and Governance

In 2020, WMU had continued success in attracting funding from a number of sources for research projects and consultancies. These projects generate significant gross income to WMU and enable the recruitment of research associates and research assistants whose employment costs are met from research contracts. As a result of the research efforts, the University not only contributes valuable knowledge to the maritime community, but also benefits from an enhanced publication record, reputation and global impact. In 2020, there were 32 ongoing WMU research projects and consultancies that generated revenue worth USD 2 million.

On 19 November 2020, WMU launched the report entitled "A Culture of Adjustment" that underlines systemic failures in the implementation of the regulatory regime for seafarers' hours of work and rest, undermining the credibility of international regulations relating to working hours. In the first three months, it was downloaded over 1800 times from the WMU Maritime Commons digital repository and received wide attention in the maritime media. The associated research activities broadly aimed to achieve the following: 1. Investigate stakeholder perceptions of the capacity of the current international regulatory framework to effectively prevent fatigue; 2. To assess

the barriers to effective implementation on board ships; and 3. To evaluate the level of compliance with the current regulatory regime.

WMU research has a real life impact and is guided by current challenges in the maritime and ocean sectors. In 2020, WMU joined as a partner on three major research projects that further enhance WMU's maritime research agenda:

ITF Transport 2040 - Phase II - Maritime follows on the 2019 flagship report entitled: "Transport 2040: Automation Technology Employment - the Future of Work", funded by the International Transport Workers' Federation (ITF). Phase II focuses on transforming the findings of Phase I into concrete and practical outcomes, conducting an in-depth Maritime Technology Assessment, and providing foresight on the competencies and skills that maritime workers will need in the future.

EU Emission Trading System - Impacts of Including Maritime Transport in partnership with the Swedish Environmental Research Institute (IVL) and Gothenburg University, and Funded by the Swedish Transport Administration (Trafikverket), aims to analyze the consequences and policy designs of including shipping into the EU Emissions Trading System (EU ETS), in order to contribute to a climate-neutral EU in 2050. Based on a broad set of methods, the two-year project will assess: (i) the potential environmental impact in terms of GHGs and emissions of air pollutants; (ii) the potential economic impact for different segments and commodities; (iii) the potential impact on modal split; and (iv) analyze and present proposals for policy designs.

WeCAPS - Improving Port Security in West and Central Africa is aimed at supporting developing countries in West and Central Africa to adequately address increasing vulnerabilities related to port security. The project has three objectives: 1. strengthened compliance with International Ship and Port Facility Security (ISPS)- standards; 2. increased preparedness and resilience to risks through detection and handling of illicit or dangerous goods, substances, and activities and, 3. increased resilience when a crisis event occurs (attack, explosion, spill, etc.).



INTERNATIONAL CONFERENCES & EVENTS

WMU typically hosts and/or partners on several events annually. However, due to the coronavirus pandemic, the Alumni Homecoming Conference, WMU 2020: Building Global Maritime & Ocean Capacity for Sustainable Development, and the IMLA 2020 Joint Conference with ICERS, IMEC and INSLC that were planned to be held at WMU had to be postponed. New dates for these events are pending the global travel situation. Events that took place prior to global travel restrictions included the following.

From 13-15 January, the first international workshop organized by WMU and the Danish Maritime Authority on IMO's 2020 Global Sulphur Cap was hosted in Yangon, Myanmar by MTCC-Asia.

From 26-27 February, maritime experts from the government sector, industry, civil society and academia gathered at WMU to discuss energy use in shipping. The workshop entitled "Prospects for energy and maritime transport in the Nordic region" was organized by the International Transport Forum (ITF), WMU and Nordic Energy Research (NER).

On 5 March 2020, WMU and the International Maritime Law Institute (IMLI) held a Symposium at IMO Headquarters on Flag State Responsibilities and the Future of Article 91 of the United Nations Convention for the Law of the Sea (UNCLOS), with the support of the International Maritime Organization (IMO) and the International Tribunal for the Law of the Sea (ITLOS).

The Symposium was attended by delegates from IMO Member States, representatives from international organizations, maritime lawyers and academics.

The fourth KMI-WMU Seminar with the Korea Maritime Institute (KMI) took place online 12-13 November. The seminar was entitled Container Shipping Business and Maritime 4.0 Policy & Strategy.

In 2020, WMU hosted seven Alumni Webinars in the "Knowledge for Life" series:

- The Global Maritime Professional: A New Initiative for Education for Future Maritime Skills
- COVID-19 and shipping: Maritime Law and Policy Highlights
- Search and Rescue in the High North Region
- Upgrade Your Professional Skills for the Future
- Covid-19 and Labour: Revisiting the Maritime Labour Convention, 2006
- Launching of the WMU Research Report: A culture of adjustment, evaluating the implementation of the current maritime regulatory framework on rest and work hours
- Understanding the Effects of COVID-19 on Seafarers

The majority of the webinars were open to the public. Nearly 2,000 participants from all continents registered for the complimentary events.



INTERNATIONAL COLLABORATION

Through its membership with the Baltic University Programme and the International Association of Maritime Universities, WMU continued to strengthen its cooperation with maritime universities worldwide. Inter-agency seminars and workshops contributed to an intensified collaboration with UN maritime and oceans stakeholders. Internally, procedures were streamlined to achieve

a more strategic approach to partnership development in support of the University's mission and ensuring its long-term financial sustainability. In 2020, twelve Memoranda of Understanding/Agreements with partners from government, private sector, academia, international organizations and foundations were successfully negotiated, signed and implemented.



PUBLICATIONS

Members of the Faculty continued to publish widely in 2020, including chapters in books, contributions to learned journals including many with A/A* ratings, and conference proceedings further enhancing the University's academic status and reputation.

The year 2020 marked the eighteenth year of the WMU Journal of Maritime Affairs (JoMA) which has been published by Springer Verlag since 2012. Since 2014, JoMA also contains a section dedicated to the activities of the International Association of Maritime Universities (IAMU). JoMA has been extremely successful and its expanded global impact is noticeable. In 2020, JoMA issues were published in March, June, September and December.

Among others, 2020 also saw the following major WMU publications enter the public domain. Further publications can be found beginning on page 26.

Romero, M.C., & Mejia, M.Q. Jr. (eds.) (2020) Maritime Transportation and Ocean Policies. Malmö, Sweden: WMU Publications. https://commons.wmu.se/cgi/viewcontent.cgi?article=1005&context=lib_papers

Mukherjee, P.K., **Mejia, M.Q. Jr.**, & Xu J.J. (eds.) (2020) Maritime law in motion. Cham, Switzerland: Springer International Publishing. <https://doi.org/10.1007/978-3-030-31749-2>.

Ma, S. (2020) Economics of Maritime Business", Routledge Taylor & Francis, London and New York. ISBN: 978-1-138-99964-0.

Nordquist, M., **Long, R.** (2020) Biodiversity Beyond National Jurisdiction (Leiden/Boston: Brill/Nijhoff) <https://brill.com/view/title/56859>. ISBN: 978-90-04-42243-8.

Barnes, R., **Long, R.** (2020) Frontiers In International Environmental Law: Oceans And Climate Challenges- Essays In Honour Of David Freestone (Leiden/ Boston: Brill/Nijhoff, 600 pp. ISBN: 978-90-04-37288-7. <https://brill.com/view/title/38675?rskey=i1xl01&result=1>.

The Maritime Commons, the digital repository of WMU, is another successful, internationally recognized outlet for WMU publications. Since it was launched in August of 2015, 3,034 works have been posted, which have received more than a million and a half downloads. In 2020, there were 597,809 full-text downloads accessed by over 12,000 institutions across 228 countries and territories.

HUMAN RESOURCES

IN 2020, THE INTERNATIONAL FACULTY CONSISTED OF 31 FULL-TIME FACULTY AND OVER 50 VISITING LECTURERS FROM 17 COUNTRIES.

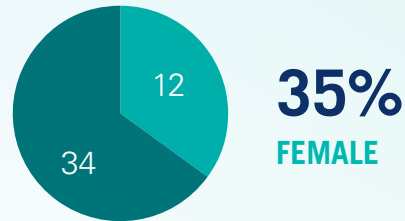
The WMU Faculty and Administration were strengthened in 2020 with two new staff members, including a Project Engagement and Implementation Officer and Henrik Smith Residence Supervisor.

Visiting Lecturers are an integral part of the academic experience at WMU. In 2020, over 50 Visiting Lecturers taught in the Malmö MSc programme, mainly online due to the pandemic. Many of the Visiting Lecturers are from international organizations including the International Maritime Organization (IMO), the United Nations Conference on Trade and Development (UNCTAD), the European Commission (EC), the European Maritime Safety Agency (EMSA), European Sea Ports Organization (ESPO), and the International Tanker Owners Pollution Federation Limited (ITOPF).

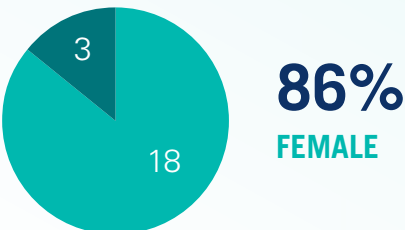
STAFF GROUP BY GENDER AS OF 31 DECEMBER 2020



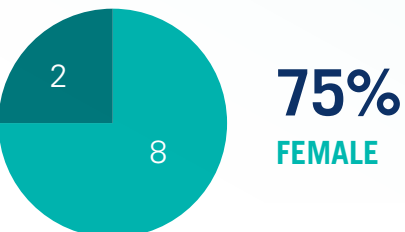
Professional



General Service



Research



CONTRIBUTIONS TO THE UN 2030 SUSTAINABLE DEVELOPMENT AGENDA

The United Nations (UN) 2030 Agenda for Sustainable Development, adopted by the UN General Assembly in 2015, includes a bold set of Sustainable Development Goals (UN SDGs). The 17 Goals and their targets are intended, inter alia, to guide the global efforts to end poverty, promote prosperity and well-being for all, protect the environment and address climate change.

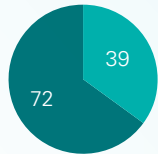
Through its well-established education, capacity building and research agenda and recognizing that all the Goals are interrelated and indivisible, in 2020 WMU continued its direct and tangible contribution to the implementation of Global Goals 4, 5, 7, 8, 9, 13, 14, 16 and 17.

WMU’s proactive approach to Goal 5 of the UN SDGs regarding gender equality and the empowerment of women continued in 2020. Until the late 1990s, female students made up less than 5% of the Malmö intake. A recruitment strategy with strong support from fellowship donors has resulted in the proportion of female students rising to around a third of the annual intake. In 2020, the Malmö MSc intake was 36 percent women. In addition, a quarter of WMU faculty are female.

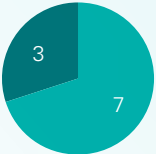
2020 ENROLMENT BY GENDER



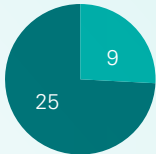
Malmö



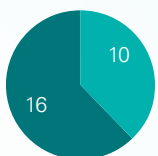
PhD



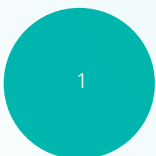
Dalian MSEM



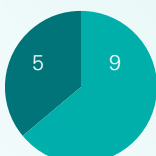
Shanghai ITL



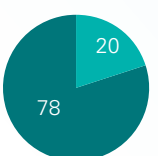
MPhil



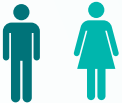
LLM



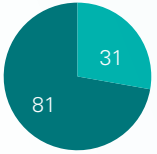
PGDs



2020 GRADUATES BY GENDER



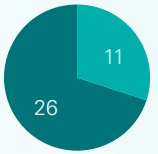
Malmö



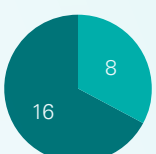
PhD



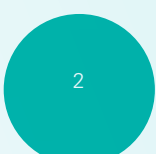
Dalian MSEM



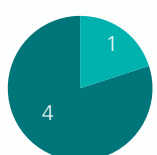
Shanghai ITL



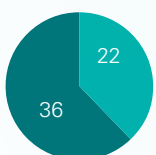
MPhil



LLM



PGDs



INDUSTRY LIAISON GROUP

The shipping industry requires a cadre of well-educated, trained and skilled professionals to support the moving of 80 percent of world trade. Mutually beneficial relationships between WMU as the preeminent maritime academic institution and the maritime industry are therefore indispensable.

To facilitate the WMU-industry partnership, it was decided that the President, supported by an Advisory Group, should establish an Industry Liaison Group (ILG) involving key industry stakeholders reflecting a wide variety of maritime and oceans industry, value chain

actors and expertise. The ILG is to create and strengthen mutually beneficial strategic relationships and partnerships between the University and maritime industry stakeholders, including in the area of research. It is also to serve as an expert information source on key trends and developments in the industry and to further support WMU’s mission and its contribution to the UN Sustainable Development Goals. Three meetings of the ILG Development Group took place in the final quarter of 2020 and discussions are continuing with that group and the Development Committee to move the ILG initiative forward.



STEWARDS OF THE SEA CAMPAIGN

In support of the WMU Endowment Fund efforts, the Stewards of the Sea campaign aims to achieve the strategic objective of long-term financial stability, independence and sustainability of the University as well as to augment WMU's capacity to provide education, training, research, scholarship and capacity building in maritime and ocean related matters for government officials and industry stakeholders, particularly those in developing countries.

Supported by the Endowment Fund Committees and a resources mobilization

and communication specialist, the University devised an Institutional Advancement and Communications Plan as the basis for strategic and systematic engagement with potential donors across a range of funding opportunities, including giving to the WMU Endowment Fund. In addition, strategic communication for external engagement was developed and included in a dedicated WMU Business Case brochure titled "Stewards of the Sea". The implementation of the Stewards of the Sea campaign was developed throughout 2018 - 2020 and will be pursued in 2021 and beyond.



FELLOWSHIP DONORS

A limited number of full fellowships are available to Malmö MSc students annually on a competitive basis. Including the 30 Sasakawa Fellowship Students who joined the University in 2020, The Nippon Foundation of Japan continues to be the largest fellowship donor to the University with an overall total of 699 sponsored students. The Government of Norway provided 10 fellowships in 2020 making it the second largest fellowship donor followed by the International Maritime Organization with 10 fellowships. The International Transport Workers' Federation Seafarers' Trust (ITF Seafarers' Trust) provided five fellowships to WMU in 2020. Many member States provided support in 2020 by sponsoring their own students, in particular the Bahamas, China, Ghana, the Republic of Korea, Nigeria, Peru, the Philippines, South Africa and Tanzania. Additionally, many governments, organizations and companies provide funding for their own employees. Approximately 5% of the MSc students in Malmö are self-funded.

The following donors provided fellowships in 2020

- The Nippon Foundation of Japan (30)**
- Government of Norway (10)**
- International Maritime Organization (10)**
- Government of the Republic of Korea (6)**
- ITF Seafarers' Trust (5)**
- Government of Germany (4)**
- The TK Foundation (4)**
- Orients Fond (3)**
- Australian Maritime Safety Authority (3)**
- Government of the Netherlands (2)**
- Stena Rederi AB (2)**
- Gard AS (1)**
- International Chamber of Shipping (1)**
- MPA Academy Singapore (1)**
- Norwegian Seafarers' Union (1)**



DONATIONS IN 2020

Contributions

Government of Sweden
Malmö City
The Nippon Foundation
Government of Canada
Government of Cyprus
Government of the Republic of Korea
International Transport Workers' Federation

Fellowships and Fees

International Maritime Organization

IMO Global Capacity-building and Training
Technical Cooperation Programme
– Government of The Netherlands

International Organizations

African Development Bank
European Maritime Safety Agency
(SAFEMED IV and BCSEA)

Governments

Australian Maritime Safety Authority
Bahamas Maritime Authority
Bintulu Port Authority
Chile – Chilean Navy
China
– Ministry of Transport
Germany – Ministry of Transport
Ghana Ports and Harbours Authority
General Company of Ports Iraq
Republic of Korea
– Busan Port Authority
– Korean Register of Shipping
Nigerian Maritime Administration and Safety
Agency
Nigerian Ports Authority
Norway – Norad

Government of Peru
Philippines Coast Guard
Kingdom of Saudi Arabia
Maritime and Port Authority of Singapore
South Africa – Transport Education Training Authority
National Institute of Transport - Tanzania
Government of the United Kingdom
Yeosu Gwangyang Port Authority

Industry

GARD
International Chamber of Shipping
Stena Rederi AB
Tanzania Shipping Agencies
Wallenius Marine AB

Non-Governmental Organizations

British Columbia Institute of Technology
ITF Seafarers' Trust
The Nippon Foundation
Maritime Academy of Asia & the Pacific
Norwegian Seafarers' Union
Orients Fond
TK Foundation
World Nuclear Transport Institute

FIELD STUDIES

Students in the Malmö MSc benefit from a unique programme of field studies at host organizations such as shipping companies, port authorities, maritime administrations and other governmental and non-governmental organizations around the world. Cooperation with a range of global institutions offers students a unique opportunity to experience the application of the latest theories and technologies in real-life maritime situations,

and to forge bonds with a network of maritime professionals worldwide. Field studies are a highlight of the WMU experience and vary each year by specialization. Although the field study programme was significantly impacted in 2020 by the pandemic, field studies took place in Denmark, Germany, Greece, and in several locations in Sweden.

HONORARY AWARDS

Due to the ongoing COVID-19 pandemic, four small graduation ceremonies were held at WMU over 31 October and 1 November. Over the course of the ceremonies, WMU President, Dr Cleopatra Doumbia-Henry, conferred several honorary awards.

Ms Christiana Figueres of Costa Rica was awarded the degree of Doctor of Science, honoris causa, in recognition of her outstanding service to the international and oceans community and the United Nations, at the highest level of national and international policy-making and multilateral negotiations. During her period of service from 2010 to 2016 as Executive Secretary of the UN Framework Convention on Climate Change, she dedicated herself to the global climate change negotiating process and its outcome with fairness, transparency and collaboration.

The award of Outstanding Alumnus was made to His Excellency Ambassador Azfar bin Mohamad Mustafar of Malaysia. He received his MSc in Maritime Affairs in 2001, specializing in Maritime Administration, and his PhD degree in 2011. The award was in recognition of his long and distinguished career in the service of the Government of Malaysia and his work to build international cooperation in maritime-related issues through constructive dialogue.

Mr Zhang Xiaojie of the People's Republic of China, who received his MSc in Maritime Affairs specialising in Maritime Safety and Environmental Protection (Administration) in 1999, was granted the award of Outstanding Alumnus In recognition of his long and distinguished service to the international maritime community and most recently

as Deputy Director-General, Department of International Cooperation, Ministry of Transport, Government of the Republic of China since 2012, and as Chair of IMO Council since 2017.

The award of Outstanding Alumnus was made to Professor Nalaka Jayakody of Sri Lanka, who received his MSc in Maritime Affairs in 2001, specialising in Maritime Education and Training. This was in recognition of his long and distinguished service to the highest standards in maritime education, his devotion to the achievement of the vision of making Sri Lanka a maritime and knowledge hub for the region, and his concern for the welfare of seafarers.

The award of Honorary Fellow was made to Ms Maphefo Anno-Frempong of South Africa in recognition of her distinguished service to the maritime world as Chief Executive Officer of the Transport Education Training Authority (TETA) of South Africa, her dedication to education as a force for building sustainable development, and her active and continuous support for the work of the University, including the sponsorship of 57 students and the support given relating to the recognition of WMU degrees by the South African government.

Mr Paul Sadler of the United Kingdom was awarded Honorary Fellow in recognition of his distinguished service to the maritime world, and in particular his 12 years as Accredited Representative at the International Maritime Organization (IMO) for the International Association of Classification Societies and his decade of contribution as a member of WMU's Board of Governors.

FINANCES

The Government of Sweden and the City of Malmö continue to provide considerable support to the University. All donors that provide contributions to the operational budget, student fellowships, Visiting Lecturers and field study opportunities are greatly appreciated including in-kind contributions that support the financing and core activities of the University.

Financial Outcome (General Fund) for the years 2018 to 2020 (in thousand USD)

Revenue	2018	2019	2020
Donor Contributions	5,286	6,340	6,816
Fellowship and Fees	6,544	6,900	7,607
Commercial and Reserve Generating Activities	1,395	1,959	2,078
Other Revenue	575	745	298
Total Revenue	13,790	15,944	16,799
Expenditure			
Staff and other Personnel Costs	7,410	8,562	10,081
Travel	715	918	291
Supplies, Consumables and Other Running Costs	1,201	1,208	957
Cost of Sales of Inventory	11	13	7
Outsourced Services	462	445	599
Student Direct and Training Costs	2,860	2,885	2,627
Depreciation	159	170	224
Other Expenses	221	538	366
Total Expenses	13,039	14,739	15,152
Surplus	751	1,204	1,648

The 2020 Financial outcome reported total revenue of USD 16.8 million and total expenditure of USD 15.1 million.

Reserve and Fund Balances (General Fund) as at 31 December 2018 to 2020 (in thousand USD)

	2018	2019	2020
General Fund Reserve as at 1 January	5,130	7,051	8,708
Surplus	751	1,658	949
Appropriation from the General Reserve Fund			
Currency Exchange Difference	1,234	-	1,008
ERP Cost	-65	-	-
Development Cost for WMU Endowment Fund	0	-	-
Total Appropriation	-1,920	-	-
General Fund Reserve as at 31 December	7,051	8,708	8,767
Working Capital Fund	940	940	1,042
Exchange Rate Adjustment Fund	0	-	-
Special Reserve Fund	1,873	1,873	2,075
Total Reserves and Fund Balances as at 31 December	9,864	11,521	11,884

The University is steadily building up its Reserve Fund, attributed to the surplus it generated in recent years which is transferred to form part of the Reserve and Fund Balances.

The Reserve and Fund Balances of USD 11.8 million can cover 78% or 9 months of sustainable support for a calendar year of operation for the University.

	USD 16 million 2020	USD 16.8 million 2021
Donors		
Government of Sweden	15%	12%
The Nippon Foundation	20%	20%
IMO Global Capacity-building and Training Technical Cooperation Programme	4%	4%
International Transport Federation Seafarers' Trust	2%	4%
Government of Norway	3%	3%
Republic of Korea	2%	3%
Nigerian Maritime Administration and Safety Agency	2%	2%
Transport Education Training Authority, South Africa	1%	2%
Dalian Maritime University	0%	2%
European Maritime Safety Agency	1%	1%
Government of Canada	1%	1%
Government of Germany	2%	1%
Kingdom of Saudi Arabia	1%	1%
Orients Fond	1%	1%
TK Foundation, UK	1%	1%
Shanghai Maritime University	0%	1%
PhD Fees	1%	1%
Self Financed	2%	1%
Others	19%	19%
Malmö City (in-kind, equivalent to)	18%	18%
United States (in-kind, equivalent to)	2%	2%

The 2020 figures are based on the actual receipt of contributions while the 2021 figures represent the forecasted budget for receipt of contributions.

FACULTY PUBLICATIONS

ACADEMIC JOURNALS

Christodolou, A., Pastra, A., **Doelle, M.**, Johansson, T. (2020)
Four Spheres of Influence: The Critical Role of Ports in Global Decarbonization Efforts, Ocean Yearbook, Volume 35

Dalaklis, D., Katsoulis, G., **Kitada, M.**, **Schröder-Hinrichs, J.-U.**, **Ölçer, A.I.** (2020)
A “Net-Centric” Conduct of Navigation and Ship Management, Maritime Technology and Research, 2(2), pp 90-107. DOI: 10.33175/mtr.2020.227028

Doumbia-Henry, C. (2020)
Shipping and COVID-19: protecting seafarers as frontline workers. WMU J Marit Affairs 19, 279–293 (2020). <https://doi.org/10.1007/s13437-020-00217-9>

Farag, Yasser B.A., **Ölçer, A.I.** (2020)
The development of a ship performance model in varying operating conditions based on ANN and regression techniques, Ocean Engineering, Volume 198, 15 February 2020, 106972, <https://doi.org/10.1016/j.oceaneng.2020.106972>

Bui, Khanh Q., **Ölçer, A.I.**, **Kitada, M.**, **Ballini, F.** (2020)
Selecting technological alternatives for regulatory compliance towards emissions reduction from shipping: An integrated fuzzy multi-criteria decision-making approach under vague environment. Proceedings of the Institution of Mechanical Engineers, Part M: Journal of Engineering for the Maritime Environment, First Published 3 Jun 2020, <https://doi.org/10.1177/1475090220917815>.

Alamoush, A.S., **Ballini, F.**, **Ölçer, A.I.** (2020)
Ports’ technical and operational measures to reduce greenhouse gas emission and improve energy efficiency: A review, Marine Pollution Bulletin, Volume 160, 2020, 111508, ISSN 0025-326X, <https://doi.org/10.1016/j.marpolbul.2020.111508>.

Vakili, S.V., **Ölçer, A.I.**, **Ballini, F.** (2020)
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