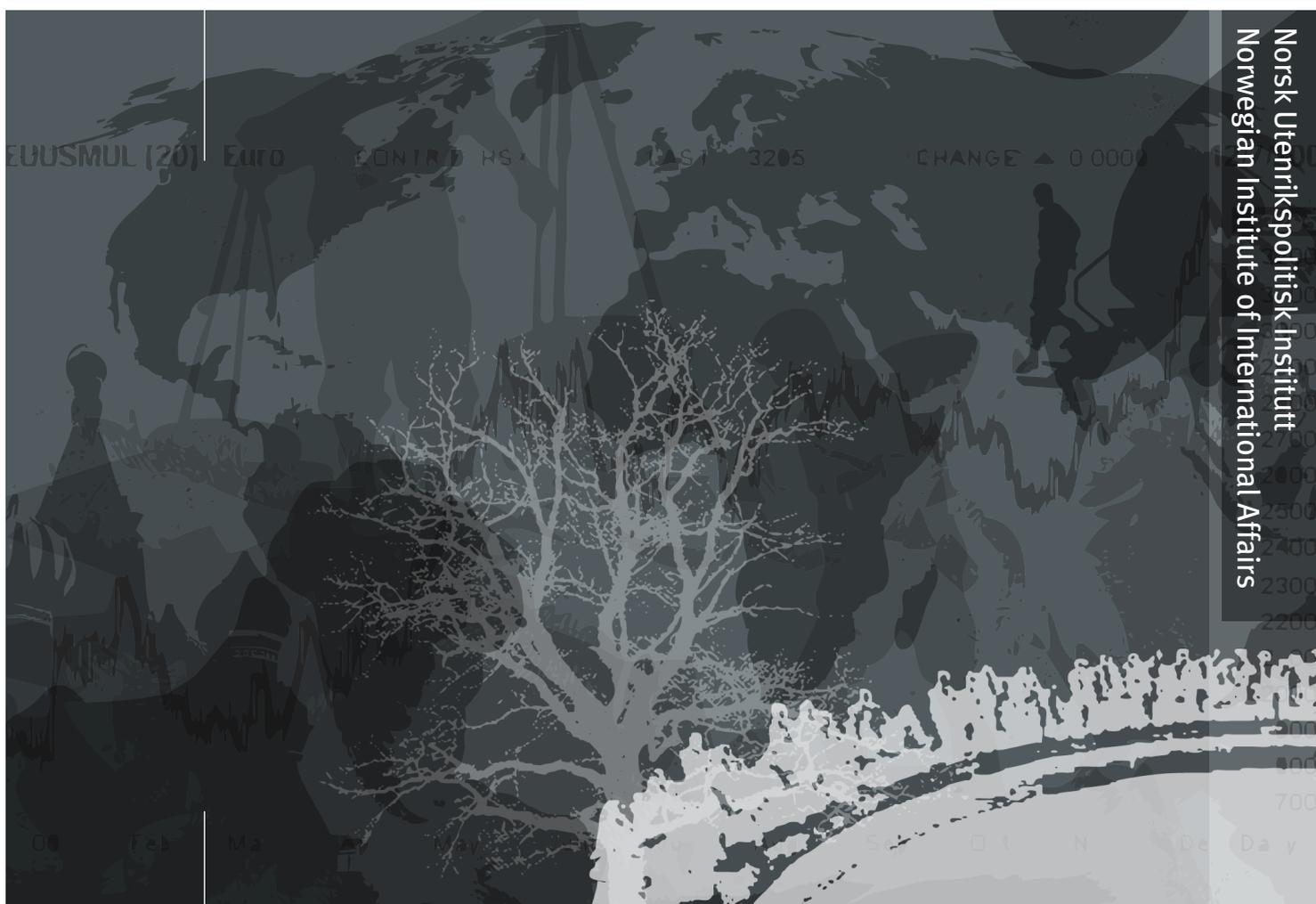


# Annual Report 2010

[English Summary]

The Board's Report 2010 & Accounts



Norsk Utenrikspolitisk Institutt  
Norwegian Institute of International Affairs

# NUPI Report

# The Board's Report 2010

In 2010, NUPI has prioritised efforts to strengthen the funding from the Norwegian Research Council (NRF) and international financing sources. Both areas have been largely successful and will contribute to a positive development for the institute.

## Central commitments 2010

NUPI's mandate is two-fold:

- to carry out research on international politics and relations, and
- to conduct research-based information and dissemination activities.

NUPI contributes information on international questions in several fields: power relations, security policy, development, energy, international economics and areas of particular relevance to Norwegian foreign policy.

Research is carried out within the following topics:

- Norwegian security policy, European security and transatlantic relations
- Global governance, great power rivalry and state systems
- Energy and geopolitics
- International trade and investment, technology and economic growth
- Development, state formation and security, poverty and corruption
- Conflict and peace building
- Multinational operations and security

In addition to the topics above, NUPI also has competence on regions such as the Balkans, Russia and Eurasia, Africa, Europe and the EU, Latin America and the USA. The institute emphasises a strengthening of its competence on Asia, in particular India and China.

In 2010, NUPI has established some 20 new, externally funded projects, covering a wide range of topics. Amongst NUPI's fields of research, we find transatlantic relations, with the project Euperform,

arms control, with the project The UN Weapons Inspections Regime, and several new projects within international economics, such as Innovation and Defence Industrial Policy, Confronting Transnationalisation and India and Globalisation

A main achievement in 2010 was the establishment of Centre for Global Governance at NUPI. The purpose of such a centre is to create a strategic research initiative to analyse globalisation trends and to assess their effect on state power and governance strategies in general, and on the Norwegian state in particular. Under the auspices of the centre, Iver B. Neumann and Ole Jacob Sending have published the book *Governing the Global Polity*, and a series of journal articles. Global governance was also the theme of NUPI's annual Agenda conference and of seminars for research colleagues.

Within dissemination and communication, main efforts have been related to imparting research findings internationally, recruitment of loyal users of the article website [hvorhenderdet.no](http://hvorhenderdet.no) and development of the institute's new virtual library for young readers.

## Results 2010

Aims for 2010:

1. NUPI will contribute to increased insight into international affairs by conducting research and investigation, and by disseminating information about international issues. The institute will build up and maintain competence of central importance for Norwegian foreign policy.
2. NUPI aims to be counted among the most outstanding milieus for presentation and discussion of international politics, with a particular responsibility to maintain communication with pupils and students, and the public in general.

The Ministry of Education and Research has laid down the management parameters and achievement requirements of NUPI's activities. For aim 1 above, these parameters are identical with the indicators of the core grant system.

### Increased insight – research and investigation

In accordance with the Ministry's provisions, NUPI has developed a strategy to adapt to the new funding system containing i.a. stipulated aims and measures to improve results on the indicators of the core grant system.

NUPI's results in relation to management parameters and achievement requirements (in parenthesis) are as follows: scholarly publishing ca 100 pts (71), doctoral degrees 0 (2), researcher-years in part-time positions 2,4 (2), grants from NFR NOK 7,9 mill. (9), international revenues NOK 2,3 mill. (3,2), national assignments NOK 36,8 mill. (25,6).

<b>Indicators</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
National assignments	29,7 mill.	32,0 mill.	36,8 mill.
Grants from NFR	9,8 mill.	8,3 mill.	7,9 mill.
International revenues	1,5 mill.	1,1 mill.	2,3 mill.
Scholarly publishing	59 pub.	83 pub.	75 pub.
Completed doctoral degrees	1 degree	3 degrees	0 degree
Researcher-years in part-time positions U&H	1,4 man-year	1,7 man-year	2,4 man-year

NUPI has a large and extensive international network and a distinctly international profile. The researchers have developed a wide-ranging cooperation with colleagues abroad and regularly participate at international conferences and seminars. Also in 2010, foreign guest researchers have stayed at NUPI, and NUPI researchers have had sojourns abroad.

The publishing activities:

	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<i>Articles in scholarly journals</i>	30	31	38	30	42
- <i>International</i>	18	25	25	16	30
<i>Scholarly book articles</i>		22	16	41	23
<i>Books and monographies</i>		5	5	9	10
<i>Scholarly publishing – total</i>	<b>51</b>	<b>48</b>	<b>59</b>	<b>83</b>	<b>75</b>
<i>External reports</i>	41	35	22	21	18
<i>NUPI publications</i>	24	24	39	30	45

In 2010, NUPI had about 80 externally financed projects. They were financed through means from international cooperation projects, the Ministries of Defence and Foreign Affairs, and the Norwegian Research Council (NFR). It has been a challenge to gain further project grants from the NFR, as such means open for more long-term and basic research activities. Besides, such grants are vital to ensure the institute's competence in the long run. Therefore, the institute has endeavoured to try out various ways to reach through to the NFR. This has proven successful, and NUPI's bids have been accepted for far more, and much larger, NFR projects in 2010 than in the previous years. The reason why the achievement requirements were not met in

2010, is that several of these new projects will be implemented as from 2011.

Revenues from international sources amounted to NOK 2.3 mill., 3.3 per cent of total revenues. This is a doubling since 2009, but still lower than the achievement requirements laid down by the Ministry. NUPI has therefore initiated strategic, cooperative relations with international networks with a view to increase international earnings in 2011, with particular emphasis on EU programmes and Nordic sister institutes. These efforts have been fruitful and NUPI now takes part in a range of consortiums that could potentially result in increased international funding.

The goal achievement on the indicators is satisfactory, though NUPI will have to maintain a sharp focus on enhancing project financing from the NFR and international sources. This will be vital to ensure the core funding of the institute.

### **Leading milieu for presentation and discussion of international politics**

In keeping with NUPI's aims mentioned above, and the institute's statutes, visibility and involvement in the public debate are strongly emphasised. Thus, 98 seminars and conferences were organised in 2010, with more than 4 300 participants. 17 of these events lasted for more than one day, and with a minimum of 70 guests. The target groups came from a wide range of backgrounds; from research environments to the general public, and with particular emphasis on the civil service and organisations.

The researchers have, also in 2010, been frequently used as sources, commentators and agenda-setting experts in the media. 3 350 press bulletins in net and paper media were registered, as compared to 3 150 the previous year. Dominant issues have been Afghanistan and Pakistan, the Congo, the Nobel Peace Prize, Gaza, Iran and North Korea. Apart from media visibility, it is required that each researcher-year should entail on average two feature articles published in newspapers or in journals. 94 such articles were published in 2010. Four of NUPI's researchers are active bloggers.

NUPI's website ([www.nupi.no](http://www.nupi.no)) averaged 22 600 visitors each month. This represents a slight increase from 2009. A far greater increase, however, has taken place on NUPI's tailor-made website for users of 15 to 25 years ([hvorhenderdet.nupi.no](http://hvorhenderdet.nupi.no)), where the number of users increased to a monthly average of 9 000 during the school year. On a regular basis, we send our newsletter to some 5 000 e-mail addresses.

We have also established a group on Facebook for this website, counting 2 600 members in 2010. We expect that this will become the main channel of recruiting new readers in the time to come.

Visits from upper secondary schools from all over the country are also an important channel for recruitment to the website. And, naturally, such visits represent an educational value in themselves.

NUPI has an ambition to be a leading milieu for presentation and discussion of international politics. Our goal achievements in 2010 have been good.

### Research capacity and economic resources

The annual accounts for 2010 show a surplus of NOK 50 235. The surplus is added to the capital reserves, which amount to a little above NOK 4.6 million. A further increase in capital reserves is still a goal in order to give the institute more freedom of action and an economic buffer in a more unpredictable funding situation. NUPI had a turnover of NOK 68.5 million; an increase of 4.6 per cent as compared to 2009. Sources of revenues are i.a. the Ministries of Foreign Affairs, Education and Research, Defence, and the Research Council.

#### Distribution of income sources (2007–2010 in %)

	2007	2008	2009	2010
Core grants Norwegian Research Council (NFR)	33,4	29,4	26,2	24,2
National tasks Min. of Education and Research			4,8	5,7
Ministry of Foreign Affairs	32,5	36,5	37,0	41,6
Ministry of Defence	8,1	7,1	12,5	10,3
Project funding NFR	10,6	15,3	12,6	11,5
International finance sources	3,4	2,4	1,6	3,4
Other revenues	11,9	10,6	5,2	4,9

### Staff resources and workplace

In 2010, 69 man-years were carried out at NUPI, approximately the same as in 2009. The number of researcher-years has increased from 38.3 to 40.2 in 2010. The share of women researchers has fallen from 28 per cent in 2009, to 22 per cent in 2009. This is an unfortunate development, so NUPI will keep up its endeavours to improve the

female percentage of the staff. Recruitment of women has been, and still is, of pivotal concern to the institute.

### **Distribution of man-years (2005–2010)**

	2005	2006	2007	2008	2009	2010
Researchers	35,1	32,7	35,3	37,8	38,2	40,2
Programme coordinators				4	4,5	4
Communication and administration	19,2	18,7	18,2	18,6	18	17,1
Scholars and civilian workers	11,8	11,8	11,9	12,6	11,6	7,2
Total	66,1	63,2	64,3	73	72,3	68,4

The work environment at NUPI is characterised as good. Physician-reported absence in the period 1/10-09–31/9-10 was on average 2.2 per cent, well below the goal of 4 per cent.

### **Aim achievements – Use of resources**

With regard to NUPI's two main aims laid down by the Ministry, the Board would like to express its satisfaction with the institute's achievements in 2010. This goes for the efforts to uphold the position as a leading milieu for presentation and discussion of international politics, as well as for the institute's endeavours to increase the grants from the Norwegian Research Council and international sources. The control of costs is also satisfactory.

The Board therefore concludes that there is a good balance between aim achievements and use of resources.

## Accounts

<b>Annual Accounts</b>	<b>31.12.2009</b>	<b>31.12.2010</b>
<b>Operating Revenues</b>		
Income from grants	20 353 211	19 366 088
Subventions and transfers from other public bodies	42 146 760	44 508 524
Sales and rental income	-54 080	1 350
Other operating income	3 021 546	4 578 472
<i>Total operating revenues</i>	65 467 438	68 454 434
<b>Operating Expenses</b>		
Salaries and social costs	40 670 747	44 462 383
Other operating costs	23 912 716	23 196 129
Depreciations	741 283	707 486
<i>Total operating expenses</i>	65 324 746	68 365 998
<b>Ordinary Operating Result</b>	<b>142 692</b>	<b>88 436</b>
<b>Financial Income/Expenses</b>		
Financial income	4090	2 130
Financial expenses	11 926	40 331
<i>Net financial items</i>	-7 836	-38 201
<b>Result Ordinary Activities</b>	<b>134 856</b>	<b>50 235</b>
<b>Period Result</b>	<b>134 856</b>	<b>50 235</b>
<i>Transferred to operating capital</i>	134 856	50 235

<b>BALANCE ASSETS</b>	<b>31.12.2009</b>	<b>31.12.2010</b>
<b>ASSETS</b>		
<b>A. Capital Assets</b>		
<b>Fixed Assets</b>		
IT and communications equipment	880 276	2 149 438
Machines and means of transport		
Operating equipments, fixtures, tools, etc.	328 229	286 980
<i>Total fixed assets</i>	1 208 506	2 436 418
<b>Total Capital Assets</b>	<b>1 208 506</b>	<b>2 436 418</b>
<b>B. Current Assets</b>		
<b>Outstanding Claims</b>		
Trade debtors	3 814 274	5 643 431
Other claims	1 083 461	1 004 659
Accrued, non-invoiced income	1 366 904	1 259 520
<i>Total claims</i>	6 264 639	7 907 610
<b>Fund and Bank</b>		
Bank deposits	32 517 664	37 859 876
Other cash and cash equivalents	3 453	7 572
<i>Total fund and bank</i>	32 521 117	37 867 448
<b>Total Current Assets</b>	<b>38 785 756</b>	<b>45 775 058</b>
<b>Total Assets</b>	<b>39 994 261</b>	<b>48 211 476</b>

<b>BALANCE DEBT AND CAPITAL</b>	<b>31.12.2009</b>	<b>31.12.2010</b>
<b>OPERATING CAPITAL AND DEBT</b>		
<b>C. Operating Capital</b>		
<b>Accrued operating capital</b>		
Accrued operating capital	4 582 094	4 632 329
<i>Total accrued operating capital</i>	4 582 094	4 632 329
<b>Total Accrued Operating Capital</b>	<b>4 582 094</b>	<b>4 632 329</b>
<b>D. Debt</b>		
<b>Provisions for long-term obligations</b>		
Non-recorded grant for fixed assets	1 208 506	2 436 418
<i>Total provisions for long-term obligations</i>	1 208 506	2 436 418
<b>Short-term debt</b>		
Trade creditors	2 556 400	2 290 100
Unpaid deductions	1 842 114	1 497 808
Unpaid duties	1 063 583	1 546 232
Allocated holiday allowance	3 506 851	3 548 052
Prepaid, non-accrued income	17 646 867	22 234 190
Other short-term debt	769 530	2 256 978
<i>Total short-term debt</i>	27 385 345	33 373 360
<b>III Statement of Accounts with the State Treasury</b>		
Non-recorded grant (net-budgeted)	6 818 317	7 769 370
<i>Total statement of accounts with the State Treasury</i>	6 818 317	7 769 370
<b>Total Debt</b>	<b>35 412 168</b>	<b>43 579 147</b>
<b>Total Operating Capital and Debt</b>	<b>39 994 261</b>	<b>48 211 476</b>