



UNITED NATIONS
UNIVERSITY

Centre for Policy Research

UNITED NATIONS UNIVERSITY

CENTRE FOR POLICY RESEARCH

(UNU-CPR)

STRATEGY

2019-2021

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GLOBAL PARTNERSHIPS

In an era where the UN has to operate in an increasingly complex and unpredictable global environment, the United Nations University Centre for Policy Research has proven to be an invaluable resource. Their grasp of current challenges and capacity for forward-thinking helps member states to anticipate long-term international trajectories and formulate their own policies.

Ambassador Kai Sauer

Under-Secretary of State, Foreign and Security Policy
Ministry of Foreign Affairs, Finland

For many years, UNU-CPR has provided opportunities for strategic discussions with key players working on contemporary forms of slavery. Its research has helped promote a focus on key issues such as international criminal justice and the data challenges that face those of us who want to see a world free of slavery.

Ms Urmila Bhoola

United Nations Special Rapporteur on Contemporary Forms of Slavery (2014-2020)

UNU-CPR has been amazingly successful in serving as a linchpin bridging between the acute policy needs of the UN system and the diverse global academic community, in a nimble fashion.

Professor Xue Lan

Distinguished Professor and Dean of Schwarzman College, Tsinghua University

FOREWORD

United Nations University (UNU) was established by the UN General Assembly in 1973 to help countries address the pressing global problems of the day. For over four decades, from our Headquarters in Tokyo and our research institutes on every continent, UNU researchers have been at the forefront of research on development economics, climate risk, natural resource governance, non-proliferation, innovation policy, biotechnology and armed conflict. We have a particular mandate to address the challenges faced by developing countries, and to ensure developing country researchers have access to global knowledge circuits and policy processes.

When I joined the University as Rector in 2013, I worked with the UNU Council to encourage our researchers to think about how they could maximize the policy relevance of their work. Even as it enshrines our academic independence, the UNU Charter mandates the University to promote the Principles and Purposes of the United Nations. Our dual identity, as both a UN entity and a think tank, makes us doubly useful – as a translator of the research world to the UN, and as a bridge for the UN into the research world.

To accelerate the cultural shift within the organization towards a think tank mindset, in 2014 I established a Centre for Policy Research (UNU-CPR) at UNU Headquarters in Tokyo. Under the capable leadership of its founding Director, Sebastian von Einsiedel, the Centre quickly established a reputation for timely, clear and rigorous research, directly relevant to the major policy debates at the United Nations. At the same time, we revamped our representational office in New York, turning it into a think tank under the leadership of Dr James Cockayne. In July 2018, we merged these two entities, moving UNU-CPR to New York, where it is now flourishing under James' leadership, even closer to major UN policy debates than it was in Tokyo. Sebastian von Einsiedel, in turn, moved to Bonn to become UNU's Vice-Rector in Europe.

When the Centre moved to New York, we convened a group of key stakeholders from within the UN, Member States, think tanks, academia, foundations and the media, to consider how it could best discharge UNU's mission from New York, and help bring the knowledge within the University's global network of institutes and operating units to debates in New York. The Strategy that follows sets out the Centre's thinking on that question, informed by the valuable insights offered by these stakeholders at the Greentree Estate in September 2018. As the UNU-CPR team sets out here, we see the Centre as uniquely well placed to serve as a hub for multilateral policy innovation, working closely with diverse partners on research project design, execution and knowledge uptake.

As UNU-CPR continues to go from strength to strength, I look forward to being able to share its successes with you.

Dr David M. Malone
Under-Secretary General
Rector of the United Nations University

1. OUR VISION

As the policy research arm of an independent think tank within the United Nations system (United Nations University – UNU), UNU’s Centre for Policy Research combines research excellence with deep knowledge of the multilateral system to generate innovative solutions to current and future global public policy challenges.

Multilateralism is going through a period of profound and rapid change. Power shifts, new technologies and deep social and economic changes are reshaping politics between and within states. The need for international cooperation to tackle global threats is greater than ever, and many multilateral institutions face unprecedented demands. But designing and delivering collective responses to global challenges is also an increasingly complicated business.

A growing number of actors – ranging from governments to corporations and NGOs – have an essential role to play in tackling today’s challenges. Classic, treaty-based multilateralism is frequently ill-suited to shaping and guiding the coalitions necessary to tackle issues ranging from migration to the impacts of technological innovation. The communications revolution has transformed diplomacy, allowing individuals and interest groups around the world to contribute to – or disrupt – decision-making processes that would once have taken place unobserved in New York or Geneva. Innovations in data gathering give the UN and other institutions opportunities to quantify policy challenges in unprecedented detail. Yet, just as more and more individuals have the chance to make their voices heard in global public policy debates, advances in Artificial Intelligence (AI) and robotics have the potential to reshape economic, political and ethical rules.

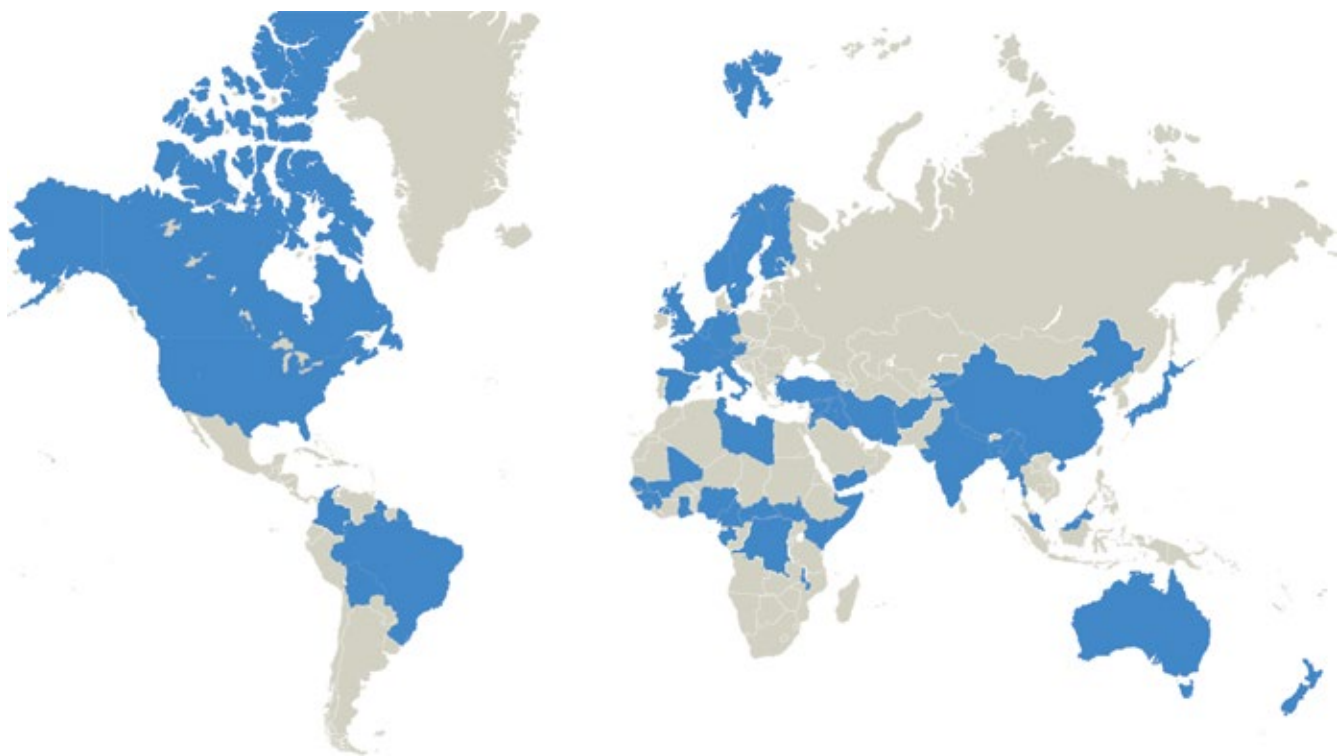
As a think tank working within the UN system, guaranteed academic independence under the United Nations University’s Charter, UNU-CPR is uniquely placed to respond to this shifting multilateral environment. Rather than servicing a specific UN department or agency, we are able to act as hub for multiple actors – both inside and outside the UN system – to convene and work together to address complex global challenges. As an entity with strong links to diverse academic and research communities, with an explicit mandate to inform policy, and drawing on UNU’s unique network of research institutes around the world, we are able to mix and match experts with different skills and knowledge to generate new research in short time frames. As members of the wider community of analysts and commentators that engage with UN Headquarters in New York, we are also able to contribute to policy debates on a wide range of pressing global challenges – notably the future of multilateralism itself.

Finally, as a young, agile think tank with experience of the wider UN system, we are in a position to innovate, identifying new ways to solve interrelated public policy challenges. In some cases, these may be short-term priorities. In others, they may be the beginning of long-term projects that we undertake – or spin off to other partners. We have the freedom to respond to shifting global policy research needs, to be straightforward about *what works* and what does not, and to help lead UN policy debates into new and emerging areas.

Since it was launched in its current form in New York in July 2018 – merging UNU’s existing New York office with policy experts previously based in Tokyo – UNU-CPR has quickly become a respected contributor to UN policy debates. We have close working relationships with the Executive Office of the Secretary-General and a wide range of UN agencies and Member States – with staff briefing UN forums including the Security Council, for instance – and we have partnered with some of the world’s leading investors and technology firms. We combine partners in innovative ways to achieve impact.

We have also convened events on every continent, and we have appeared in media from Brazil to Japan. We pride ourselves on our understanding of the developing world’s policy research needs and expertise. At the same time our online presence has expanded rapidly, with a fourfold increase in average monthly visitors from mid-2017 to April 2019 and over a tenfold increase in social media reach.

UNU-CPR Research Locations and Partners (2017-2019)



Building on these partnerships and deepening its engagement with the policy community in New York, in the next three years (2019-2021) UNU-CPR aims to achieve three main goals:

- **To build our reputation as leaders on innovation in multilateral policy-making.** While many research institutes focus on international institutions and policy matters, UNU-CPR is well-placed to advise on a central challenge in many fields today: How can the UN and its partners launch and sustain genuinely *new* approaches to global public policy problems, transcending existing organizational habits and boundaries. By developing cutting-edge research, understanding the diplomatic dynamics in multilateral forums, and designing clearly-targeted, evidence-based proposals, UNU-CPR can stimulate original initiatives on emerging issues.
- **To develop unique networks of partners.** As a hub for policy innovation, UNU-CPR's goal is to mobilize bespoke networks of academic, official, private sector and non-profit actors to create partnerships addressing specific problems to develop, inform and advance policy solutions. Drawing on the diverse knowledge within the network of UNU research institutes and operating units, we have built networks connecting actors inside and outside the UN on topics as diverse as the reintegration of combatants, the governance of artificial intelligence, and financial sector responses to modern slavery. In the coming years, we will work in particular to strengthen the participation of developing country actors in these networks.
- **To establish a strong voice on the utility of global policy.** We recognize that potent criticism of international cooperation is generating divisive debate about the future of international institutions and multilateralism. We do not assume that international responses are always necessary, efficient or effective. But we will proactively advocate for global policy solutions where they help states, protect individual rights and advance the Principles and Purposes of the United Nations in other ways. UNU-CPR aims to establish itself as an authoritative and engaged voice in global policy debates not only in specific issue domains, but on the future of multilateralism itself.

This strategy lays out our guiding principles for achieving these goals and the more specific approaches we are taking in three existing programming areas:

- Preventing Violent Conflict;
- Digital Technology and Global Order; and
- Fighting Modern Slavery and Human Trafficking.

UNU-CPR regularly revisits these programming choices to ensure that our research adapts to shifting global policy research needs. We welcome proposals for new policy research that fit within our Vision, and work regularly with UN leaders to provide inputs to new and emerging policy debates. In recent years, we have provided policy research in this way on topics ranging from the protection of the right to privacy in the digital age, to global drugs policy, to DDR policy.

Our focus on innovation means that we are constantly monitoring global policy debates to identify areas where we can add value by strengthening the evidence-based nature of discourse. In some areas, such as Digital Technology (discussed further below) our programming approach focuses precisely on early action to help the UN become a more credible participant in global policy debates. And in other cases, where research ideas and policy innovations have been successfully incubated at UNU-CPR, we will look to spin those off to be taken forward by our partners or in stand-alone formats.

UNU-CPR on migration

Building on contributions from UNU institutes to the Global Migration Group (GMG), the UN's interagency body on migration, Rector David Malone was invited to Chair the Group in 2017. This was an important year for global migration policy, leading to the adoption of the UN Global Compact for Safe, Orderly and Regular Migration in 2018, and significant reform of the UN's internal architecture on migration. UNU-CPR provided support for the Rector's chairing of the GMG, working closely with the Special Representative for International Migration, the Executive Office of the Secretary-General, Member States, academia and civil society. UNU-CPR convened a series of panels drawing academic voices into policy debates at the UN, participated in the organization of the series of interactive consultations, and coordinated GMG briefing papers feeding into intergovernmental consultations.

In collaboration with another UNU Institute, UNU-CPR released a report *Surges and Swarms: A Conversation on Responsible Coverage of Migration* in September 2018, which offered recommendations for best practices for newsmakers, media regulators, United Nations entities and Member States when reporting on issues of migration. UNU-CPR participated in the Marrakesh Conference in December 2018, and our experts continue to be called upon to brief a range of forums on global migration including a workshop on the Model International Mobility Declaration in February 2019.

2. OUR APPROACH

Because UNU-CPR works on a diverse set of policy areas, and aims to apply creative methodologies in each case, its projects frequently look very different from one another. Nevertheless, five main principles inform all our work, and we evaluate new project ideas according to these factors:

- **Robust research design, methodologies and risk assessments:** In a period in which “false facts” and shallow analyses are common, an institution such as UNU-CPR must be confident that its projects (i) address real and urgent research problems; and (ii) use rigorous methods that can stand up to scrutiny from both academic and non-academic partners. This is as true for our data-based analyses as for our field research. We assess all our projects to ensure that they address real gaps in policy thinking and implementation (resulting from a lack of evidence, understanding or prior policy development) and the risks that this may create. We are especially careful in considering the risks of working with human subjects, especially those in conflict areas, children, and other vulnerable groups and have developed safeguards based on best international practice that govern such engagement.
- **Credible theories of change and coalitions for innovation:** UNU-CPR emphasizes the need for clear and realistic theories of change underpinning all our projects. We are guided by the classic approach to policy, audience and impact analysis set out by Harold Lasswell, the founder of the field: understanding who says what to whom when, in what ways, to achieve what policy effects. In some cases, this involves offering existing communities of policy actors and advocates new policy tools and platforms. In others, it means shaping new coalitions for policy innovation from scratch. In all cases, UNU-CPR invests in working as a hub – convening events, creating links between its partners and sharing ideas across its networks in both the global north and the global south – to maximize impact and sustainability.
- **Foresight, collaborative research design and partnership to reframe policy options:** To strengthen the case for policy change, we use techniques such as scenario planning, design-theory based project planning, social media analytics and perception surveys to help generate research outputs that will have maximum utility for our intended policy audiences. Where appropriate, we bring policy actors into our research design and execution processes to increase the chances of impact. At the same time, we work with a wide range of scholars from different disciplines and regions to use data and evidence to reframe problems, shake up existing policy debates and develop new policy options.
- **Inclusivity, gender mainstreaming and normative standards:** UNU-CPR aims to foster inclusion in global policy formulation, execution and evaluation, with a particular focus on developing country voices. We work with a range of actors – including those often excluded from policy debates – to enrich our policy research. We place a particular emphasis on ensuring that ‘beneficiaries’, such as survivors of trafficking, can contribute safely and meaningfully to our work. We include a visible and substantive gender aspect in our work,

and mainstream gender and other diversity considerations into our process design. More broadly, we believe that norms of human rights, international humanitarian law and other international legal obligations are central to our work.


- **Communications and impact:** We understand the importance of storytelling to achieve communications impact. We aim to make our work accessible through both traditional and new media. We place a high priority on evaluating the impact of our work both while it is ongoing and when it is complete, reporting to our donors and partners on our performance in detail. We commit to make revisions to evolving projects where we see room to improve.

To implement our projects – and achieve the goals of this strategy – we also prioritize hiring and maintaining a diverse team with a wide range of backgrounds and expertise. UNU-CPR personnel have backgrounds ranging from data visualization to UN peace operations, and they hail from every continent. We believe that this range of talents, knowledge and perspectives gives us the flexibility to undertake innovative research (see ‘Personnel’).

3. OUR PROGRAMMES

In its first year of operations in New York, UNU-CPR has pursued three main workstreams – Preventing Violent Conflict; Digital Technology and Global Order; and Fighting Modern Slavery and Human Trafficking. Each involves multiple projects and partners, combined to deliver a specific approach to generate innovative solutions to current and future global public policy challenges. The following snapshots offer brief insights into the origins, approaches and objectives of each. Further details on all these projects are available from relevant personnel and on our website: <http://cpr.unu.edu>.

Preventing Violent Conflict



I have greatly valued the role UNU-CPR plays in bringing together policy and academic communities on UN issues. It has helped stimulate informed debate and action on the highest priority issues facing the world today. My Government's collaboration with UNU on the Preventing Tomorrow's Conflicts speaker series was a case in point, giving policy-makers and academics a welcome opportunity to look together at the big challenges of coming years and how we can address them.

Ambassador Gillian Bird

Permanent Representative of Australia to the United Nations

Rationale: After a period of decline, violent conflict has been increasing over the last decade. Today's conflicts are proving increasingly difficult to resolve due to the proliferation of actors and of forms of violence – such as criminal, local and unconventional warfare – creating complex systems of confrontation resistant to traditional conflict management techniques. The UN needs a strong understanding of these multi-dimensional conflict systems and also of how its tools for addressing violence can be adapted to these contexts to manage, resolve and – centrally – prevent this violence and conflict.

UNU-CPR's Approach: UNU-CPR aims to help the UN and its partners develop and implement effective, evidence-based policies to prevent violent conflict around the world. Our goal is to combine evidence and analysis to influence policy discussions in New York and other policy centres and – equally or even more importantly – inform prevention and conflict resolution initiatives in the field.

UNU-CPR as a Hub: UNU-CPR designs and implements its work in collaboration with the UN Secretariat, other UN system entities, Member States, and a global network of research partners. We often partner directly with UN missions in the field. Since moving to New York, UNU-CPR has partnered with the UN Department of Political and Peacebuilding Affairs (DPPA) to conduct field research on prevention in Gabon, the Gambia and Nepal; worked with UN partners on examining

the reintegration of former armed group members in Mali and Nigeria; collaborated with the UN Department of Peace Operations (DPO) to produce an in-depth study of the UN Mission in South Sudan; and developed combined academic-diplomatic networks to develop policy ideas on sanctions and mediation and sanctions and due process.

UNU-CPR builds its projects jointly with UN agencies and other key research and policy partners, ensuring direct engagement with policy processes at multiple levels. In the year since arriving in New York, UNU-CPR personnel have been invited to brief the Security Council on four occasions – on children in armed conflict, transitional justice, sexual violence, and sanctions and due process. UNU-CPR's work has informed a variety of UN reform efforts and guidance reviews, including the revision of the Integrated Disarmament, Demobilization and Reintegration Standards (IDDRS); Paris Principles Steering Group field handbook on prevention of child recruitment, release and reintegration; and the efforts of the Global Coalition for Reintegration. UNU-CPR personnel have also testified in national parliamentary proceedings, been invited to brief UN inter-agency groups and Resident Coordinators, and appeared in media from *Al Jazeera* to *The Washington Post*.

Our Projects: Our current work includes:

- **Managing Exits from Armed Conflict:** Working with Member States, DPO, UN Development Programme, UNICEF, and the World Bank, the Managing Exits from Armed Conflict initiative is building a comprehensive UN framework for assessing individual exits from armed conflict. The framework – and the data it will generate – will strengthen efforts on the ground to design and implement effective interventions to support sustainable transitions out of armed conflict.
- **Sanctions and Mediation:** From 2016-18, UNU-CPR led an in-depth analysis of the interaction of UN sanctions and mediation efforts conducted in collaboration with UN partners, the Graduate Institute in Geneva and swisspeace. Building on this project, we are now expanding our analysis of how the Security Council can best coordinate the use of these tools to enhance peacemaking.
- **Sanctions and Due Process:** In 2017, our team published *Fairly Clear Risks*, highlighting the threats to the legitimacy and effectiveness of UN sanctions posed by a new round of litigation and proposing ways forward. We subsequently worked with Member States on implementing these ideas, leading to a formal briefing to the UN Security Council in June 2019.
- **Conflict Prevention:** In support of the UN's reform agenda, UNU-CPR has led substantial research on how the UN system can better prevent violent conflict. We have recently completed studies of preventive diplomacy in Gabon and the Gambia, in partnership with DPPA, and are conducting further research in Nepal. In support of the recent UN reforms, we are continuing work on how the UN can better prevent conflict risks in non-mission settings, including in the Sahel region.

- **Effectiveness of Peace Operations Network:** UNU-CPR is part of a global network of think tanks assessing the effectiveness of peace operations, in close cooperation with the UN Secretariat and peace operations in the field. UNU-CPR was the lead author of the 2019 report on the effectiveness of the UN Mission in South Sudan, and has provided expert advice for other reports.
- **Organized crime and politics:** UNU's work in this area has included a monograph, *Hidden Power: The Strategic Logic of Organized Crime* (OUP, 2015); *Crooked States*, an analysis of the impact of organized crime on global order out to 2050 for the UK government; and input into the UN-World Bank study on *Pathways for Peace*.
- **Transitional justice:** Following UNU-CPR's work with the Institute for Integrated Transitions on the use of transitional justice tools in conflict settings, culminating in the Limits of Punishment report, we are undertaking further analysis examining the effectiveness of such tools.

Our Objectives: Over the next three years, UNU-CPR aims to (i) identify new opportunities to assist the UN and its partners assess the effectiveness of their programming through the systematic use of data, (ii) build on our field research to outline frameworks for new types of UN interventions in looming and actual conflicts, looking beyond traditional models of prevention and peace operations; and (iii) offer guidance for how the Security Council and UN system can harmonize their coercive and non-coercive tools, from sanctions to development advice, to sustain peace.

Digital Technology and Global Order

As a member of the Council of the United Nations University, I have seen first-hand the dynamic progress of UNU-CPR over the last five years. The rigorous needs analysis, the extensive networking and leveraging of the work of the UNU Institutes, the in-depth research and analysis of pressing items on the UN's agenda are making meaningful contributions to current multilateral issues.

Dr Angela Kane

Chair, United Nations University Council

Rationale: Digital technology offers tools that are intrusive, widely available, beyond state control, dual purpose, and transcend existing jurisdictional barriers. They have enormous potential to promote human well-being, but also pose enormous risks to human and international security. They create tremendous challenges for the UN and the wider multilateral system based on inter-state diplomacy.

UNU-CPR's Approach: UNU-CPR aims to (i) help develop multilateral stakeholders' understanding of the impacts of digital technologies on global order and the resulting risks for individuals,

communities and countries; (ii) build partnerships with a new community of stakeholders around this understanding; and (iii) develop policy recommendations for how the multilateral system can effectively meet these challenges.

UNU has been working on digital technology issues in New York since 2013. The New York team was tasked to provide research support for the OHCHR report on *Privacy in the Digital Age* in 2014, and to write a paper on cyber norms for the UN Chief Executives' Board for Coordination in 2017. Subsequently, UNU-CPR personnel provided drafting and editorial input to the preparation of the Secretary-General's *Strategy on New Technologies*, and the report of the High-Level Panel on Digital Cooperation. During 2018, UNU-CPR accelerated its investment in policy research on these issues by appointing a Research Fellow on Emerging Cybertechnologies, who led the organization of a June 2018 conference on *Governing Artificial Intelligence* at the International Peace Institute. In May 2019, UNU-CPR published *The New Geopolitics of Converging Risks: The UN and Prevention in the Era of AI*, examining how the multilateral system can better understand and anticipate the risks that will come from AI convergence with cyber and biotechnologies.

UNU-CPR as a Hub: UNU-CPR works closely on digital technology issues with the Executive Office of the Secretary-General, his High-Level Panel on Digital Cooperation, numerous other UN departments, agencies and network, and Member States. UNU-CPR has collaborated with leading technology companies, such as Microsoft, IBM, Salesforce, and research organizations from Tsinghua University to Harvard University.

Our Projects: UNU-CPR's projects on digital technology include:

- **Cyberpower, sovereignty and strategy:** UNU-CPR is undertaking ongoing research on the changing nature of cyberpower, its impacts on sovereignty, and its implications for geostrategy.
- **The AI and Global Governance Platform:** UNU-CPR maintains an online thought leadership and engagement platform – spurred by a mandate in the Secretary-General's *Strategy on New Technologies* – that hosts widely read think-pieces on AI and multilateralism by international experts, linking AI to issues from nuclear weapons to Africa development.
- **Code 8.7:** UNU-CPR is partnering with The Alan Turing Institute, the Computing Community Consortium, Tech Against Trafficking, and other partners to bring computational science and artificial intelligence into the fight against modern slavery.

UNU-CPR's Objectives: Over the next three years, UNU-CPR aims to: i) assist the UN and its partners develop coherent strategic thinking for identifying and responding to the risks posed by digital technologies; while ii) acting as a hub consolidating a network of trust and expertise with public and private partners to feed into future multilateral policy discussions.

Fighting Modern Slavery and Human Trafficking

UNU-CPR is a key partner for us in tackling complex contemporary policy challenges – our partnership on modern slavery and human trafficking is particularly close. We are thankful for their high quality work and support

Ambassador Christian Wenaweser


Permanent Representative of Liechtenstein to the United Nations

Rationale: Modern slavery and human trafficking affect around 40 million people. In 2015, UN Member States committed to take immediate and effective measures to end forced labour, modern slavery and human trafficking by 2030, and the worst forms of child labour by 2025. This is Target 8.7 of the Sustainable Development Goals (SDGs), the starting point for UNU-CPR's work on these issues.

UNU-CPR's Approach: Our programming aims to become a leading global knowledge resource for the anti-slavery community, with a particular emphasis on connecting anti-slavery research to policy. We will foster research innovation to accelerate understanding of what works to achieve Target 8.7, and partner with like-minded organizations to accelerate and scale anti-slavery efforts.

UNU-CPR as a Hub: UNU-CPR works with a diverse array of stakeholders to fight modern slavery. Central to these is Alliance 8.7, the multistakeholder coalition led by the International Labor Organization (ILO), working to achieve Target 8.7; and the Call to Action to End Forced Labour, Modern Slavery and Human Trafficking, whose endorsers range from the UK to Saudi Arabia, and from Nigeria to the People's Republic of China. UNU-CPR maintains an active network of more than 50 partner organizations from Brazil to Thailand, and from Barclays Bank to the University of Nottingham.

UNU-CPR is an active player in global discussions on how to strengthen the international response to modern slavery and human trafficking. A two-year long UNU initiative led to a public commitment by the International Criminal Court (ICC) Prosecutor to help end slavery, launched an investigation into contemporary slavery in Libya and helped pave the way to the first ever targeted UN sanctions on human traffickers in 2018. UNU-CPR personnel are sought after as analysts and commentators on modern slavery issues, appearing on the BBC Asia, being cited in the US State Department's *Trafficking in Persons Report*, in UNODC reporting and in academic journals.



UNU-CPR plays a critical role in consolidating learning and data insights on modern slavery for researchers and policy makers. Its sector-specific communities of practice, such as Code 8.7, are strategic and well-poised to be instrumental in furthering innovative and interdisciplinary solutions to reducing modern slavery.

Dr Jean Baderschneider

Chief Executive Officer, Global Fund to End Modern Slavery

Our Projects: UNU-CPR's has four ongoing projects in this field:

- **Delta 8.7:** The online knowledge platform for Alliance 8.7, a global multistakeholder alliance initiated by the ILO. Launched in 2018, this includes an online forum, state-by-state data dashboards, guidance materials and learning resources.
- **The Liechtenstein Initiative:** UNU-CPR serves as the secretariat for the Financial Sector Commission on Modern Slavery and Human Trafficking, convened by the Foreign Ministers of Liechtenstein, Australia and the Netherlands and Nobel Prize winner Muhammad Yunus. The Commission is generating a roadmap for accelerated action by the global financial sector to address modern slavery and human trafficking.
- **Code 8.7:** This new project, launched in 2019 brings together the global computational science and AI community with the anti-slavery movement to accelerate our understanding of what works to fight modern slavery.
- **Develop 8.7:** This project focuses on building the business case for development interventions addressing Target 8.7 on the basis of in-depth case studies of the palm oil, apparel, fisheries, construction and agriculture sectors, and a programme of targeted engagement with key development decision-makers.

UNU-CPR's Objectives: Over the next three years, UNU-CPR aims to work with partners to transform scientific understanding of what works to end modern slavery and human trafficking, and to see that understanding translated into effective global policies.

4. OUR CAPABILITIES

UNU-CPR uses a range of research, communications and operational capabilities to advance innovative solutions to global public policy challenges.

Our Convening Power

As a UN entity, UNU-CPR has substantial convening power in the global research community. And as an entity within an independent research University, whose academic freedom is guaranteed by its General Assembly-adopted Charter, UNU-CPR can convene UN actors effectively for a range of analytical, evaluation and review purposes.

We have substantial convening experience, organizing multiple events per month. In the last two years we have convened events ranging from off-the-record workshops to global conferences, in locations from Abuja to Amman, from Sydney to São Paulo, and from Manhattan to Manhasset. We have a standing Memorandum of Understanding with the Greentree Foundation, giving us ready access to the beautiful Greentree Estate in Manhasset. And we have a standing rule against organization of – or participation in – male-only panels. We emphasize regional, gender and other forms of diversity in our convening, closely tracking participation: over the last year, 57% of event participants have been female, and 43% male.

Our Research Methods

Recent UNU-CPR projects have used a wide range of policy research methods:

- Our project on Official Development Assistance (ODA) spending on SDG Target 8.7 used machine learning and textual analysis to measure government spending between 2000 and 2013;
- Our work on conflict management and transitions has drawn on the deep experience of our research team as peacekeeping and field practitioners to undertake interviews in mission settings, including with non-state armed groups;
- For our project *Fairly Clear Risks*, looking at due process in UN targeted sanctions, we combined jurisprudential analysis with process tracing;
- *Cradled by Conflict* relied in part on field-based surveys of children exiting armed groups;
- For a recent research project for the Office of the High Commissioner on Human Rights on the future of modern slavery, we crowd-sourced policy analysis through a public call for inputs;
- The country Data Dashboards on Delta 8.7 are all developed through a formal notice-and-comment process engaging national statistical offices and other relevant government bodies.

Our Communications

We think deeply about our audiences, communications media and methods, and pedagogy. We have a growing data visualization practice and are diversifying into audio-visual media. A set of Modern Slavery Data Stories produced by the Delta 8.7 team was recently selected to feature at the Annual Meeting of New Champions organized by the World Economic Forum in Dalian, People's Republic of China.

Our team appears regularly in the global press and media, from Al Jazeera and BBC Asia to *South China Morning Post*, *Folha de São Paulo*, *The Washington Post*, *The New York Times* and *Science*. Since moving to New York, our team has been invited to address audiences ranging from the United Nations Security Council to a Canadian Parliamentary Committee, and from the senior leadership team of a global aerospace multinational to the White House Leadership Annual Conference. While we work primarily in English, we also engage strategically in other languages. Delta 8.7, our modern slavery knowledge platform, for example, is available in English, French, Spanish, Portuguese and Bahasa Malay – reflecting careful consideration of our potential impact in different markets. We have conducted fieldwork in both English and French.

Our Finances

UNU-CPR's multimillion-dollar annual budget is underpinned by significant contributions from UNU's central budget, including a contribution from income earned from the UNU Endowment, a unique asset of the United Nations University, overseen by the UN Secretary-General. This ongoing support reflects the strong commitment of UNU's Council and Rectorate to the UNU-CPR enterprise.

UNU-CPR supplements this base funding with significant, innovative financing from international organizations, Member States, foundations and private sector partners. We see financial contributions as one aspect of partnership for policy impact. Consequently, our focus is on financing projects that will achieve high impact at low cost – rather than on headlong financial growth.

Recent financial partners include:

- Alan Turing Institute
- Australian Department of Foreign Affairs and Trade
- Computing Community Consortium
- Dutch Ministry of Foreign Affairs
- German Federal Foreign Office
- Global Security Initiative, Arizona State University

- Hilti Foundation
- LGT Group
- Liechtenstein Bankers Association
- Liechtenstein Ministry of Foreign Affairs
- Luxembourg Department for Development Cooperation and Humanitarian Affairs
- Medicor Foundation
- Office of the United Nations High Commissioner for Human Rights (OHCHR)
- Norwegian Ministry of Foreign Affairs
- Norwegian Institute of International Affairs (NUPI)
- Rights Lab, University of Nottingham
- Swedish International Development Cooperation Agency (SIDA)
- Swiss Federal Department of Foreign Affairs
- UN Department for Peacekeeping Operations
- UN Department for Political and Peacebuilding Affairs
- UNICEF
- UK Department for International Development
- UK Home Office
- UK Foreign and Commonwealth Office / UK Mission to the UN
- Tarom Foundation
- Tech Against Trafficking

Our Administration

All of these efforts are underpinned by a small professional operations team, which includes expertise on accounting, budget planning, operations, human resources, travel, ICT and administrative support capabilities, as well as dedicated events and communications roles. This team is backstopped by the extensive administrative capabilities of UNU-Centre, based in Tokyo and Kuala Lumpur.

All our work is conducted in accordance with the Financial Regulations and Rules of the United Nations, and we are audited annually through the UN common audit system. We use a purpose-built, UNU-wide project and results management tool that allows project managers to implement their research projects and facilitates quality control evaluation.

UNU-CPR is committed to implementing the UNU Policy on Gender Equality, including its commitment to achieving gender balance throughout the University. The current UNU-CPR personnel profile is 66% female and 34% male.

ANNEX: UNU-CPR PERSONNEL



Dr James Cockayne
Director

Dr James Cockayne is Director of the Centre, having led UNU's presence in New York since 2013. He previously served as Senior Fellow at the International Peace Institute, Co-Director of the Centre for Global Counter-Terrorism Cooperation, Principal Legal Officer in the Australian Attorney-General's Department, and Chair of the Editorial Committee of the Journal of International Criminal Justice. Dr Cockayne's current research focuses on the impact of artificial intelligence on global order and on evidence-based solutions to modern slavery.



Mr Adam Day
Head of Programmes

Adam Day oversees UNU-CPR's current research projects and the development of new programmes. Mr Day has decades of experience working in within the UN in Headquarters and many field locations, including for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, in the UN Special Coordinator's Office for Lebanon, in the front offices of both United Nations Mission in Sudan and United Nations–African Union Mission in Darfur, and as a political officer in both the UN Departments of Political Affairs and Peacekeeping Operations in New York.



Dr Rebecca Brubaker
Senior Policy Adviser

Dr Rebecca Brubaker is Senior Policy Adviser who specializes in Security Council affairs, sanctions, mediation, migration, and refugees. Dr Brubaker has previously worked for the UN's Department of Political and Peacebuilding Affairs and the United Nations High Commissioner for Refugees, and conducted research at the University of Oxford and the Graduate Institute, Geneva.



Ms Christina McElwaine
Chief Operations Officer

Christina McElwaine oversees the operations of the Centre and was previously Visiting Fellow supporting UNU's 2017 Chairing of the Global Migration Group (GMG), the UN inter-agency group on migration. A former career diplomat for the Government of Ireland and consultant for the European Union, she has substantial experience in the field of sustainable development, human rights and humanitarian affairs.



Mr Anthony Dursi
Communications Manager

Anthony Dursi leads communications for the Centre, working closely with the Office of Communications in Tokyo. He has substantial communications, stakeholder relations and campaigns experience having previously worked in global media relations at law firm Squire Patton Boggs, as External Relations & Outreach Manager at the Inns of Court of England and Wales, and as Head of Civic Responsibility & Senior Advisor at the Russell Group of Universities.



Ms Jessica Caus, Research Assistant



Ms Alexandra Cerquone, Events Manager



Ms Alice Eckstein, Programme Manager, Modern Slavery Programme



Dr Kelly Gleason, Data Science Lead, Modern Slavery Programme



Ms Nesrien Hamid, Programme Officer, Modern Slavery Programme



Mr Martin Kinuthia, Finance and Administrative Officer



Dr Siobhan O'Neil, Senior Project Director



Ms Vanessa Paez, Administrative and Finance Associate



Ms Cale Salih, Research Officer



Ms Rachel Seavey, Programme Officer, Modern Slavery Programme



Ms Angharad Smith, Programme Officer, Modern Slavery Programme



Ms Kato Van Broeckhoven, Project Manager

cpr.unu.edu
@UNUCPR
767 Third Avenue, Suite 35B
New York, NY 10017
USA



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