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Rector’s Message

Risks and hazards have always been a formative factor of human life. In the early days of human existence, these included adverse weather conditions, diseases, wild animals, and access to adequate food and water — i.e., natural hazards. But very early on, man-made hazards appeared, primarily originating from hostilities between people.

Our ancestors tried to diminish the risks they were exposed to by building protective dwellings, joining together to form communities, growing food and domesticating animals, but also by developing weapons and training for physical strength. The desire to decrease risk has always been a major driving force for the development of science and technology (others being curiosity, the quest for a better understanding of ourselves and the world around us, and the goal of making our lives more comfortable and independent of external constraints).

The tragedy is that many new scientific insights and most technological progress have not only led to a promotion of the goals mentioned above, but have at the same time generated new types of hazards. In the course of the last two centuries, man-made risks have multiplied and become more persistent and wide ranging, some with the capacity to affect the entire globe.

Today, man-made risks seem to be as or even more threatening than the natural ones; consider the menace of a nuclear disaster caused by atomic weapons or a nuclear power plant accident, for example. Even traffic has become hazardous, with as many as 1.2 million people killed in road accidents every year, worldwide.

A complete list of today’s threats would be quite long; in any case, it includes not only food and water scarcity, infectious diseases, climate change, reduction of biodiversity and energy shortages but also illiteracy, violations of human rights, terrorism and adverse demographic developments. The twenty-first century clearly calls for new approaches to risk and to our expectations of safety.

If our goal to enable our generation to live in decency, in freedom and in peace, and to pass on to coming generations a world that offers them similar or even better conditions than we have today — that is, if our aim is to ensure sustainable development — then two fundamental goals must be formulated and achieved. First, we must do research in how to bring the menacing risks under control and then take the necessary steps in the right direction. But second, we must make sure that our knowledge and insights are transmitted to the next generation.

The reality is that our generation will not be able to solve many of today’s basic problems. We now know, for example, that in spite of enormous efforts and the good progress made to date, many of the UN Millennium Development Goals cannot be reached by the 2015 target deadline. It is vital that the next generation — today’s young people — be able to take a fresh look at these problems with optimism and
without prejudice. For this to be successful, we must provide the next generation a good education, and hand over to them all the tools and insights that we and earlier generations have developed.

That is the easy part of teaching and education. But we also must make sure that the people of the next generation know how to deal with new problems that have never before been solved, and maybe have not even been identified or formulated — problems that require openness and new and critical assessments to develop original, innovative ideas, methods and solutions. They also must come to understand that being an honest scientist sometimes takes courage. Especially regarding issues that are of vital interest to governments and to the economic world, science does not always produce the results that political and economic leaders would like to hear. Scientists have to be sufficiently independent to make their results known, even if those results are unpopular, and to defend them. Helping and supporting students to develop these abilities is the difficult part of education.

The United Nations University sees it as one of its main tasks to engage in research and capacity building in selected areas of problems that are crucial for achieving the strategic goal of sustainable development. With this in mind, our aim is to establish strong partnerships among researchers, teachers and students from both the developing and developed worlds, thus strengthening the flow of ideas and knowledge and contributing to the building of much-needed new capacities.

A fundamental step in this regard will be the establishment of UN University "twin institutes": that is, institutes that have two campuses, one in a developed country and one in a developing country. The first of these is in the making, with Tokyo and Accra (Ghana) as the developed and developing country locations; another twin institute is under construction, with Dresden (Germany) and Maputo (Mozambique) as its locations. Eventually all institutes of the UN University will have this twin structure. For more information, see the "Twin Institutes Initiative" section on page 48.

Another important step is to establish the UN University as a true graduate school, offering master’s and doctoral programmes and degrees. Students will be taught in classes that bring together young people from all parts of the globe and that will take place in at least two different parts of the world. These students will be educated in the art of finding science-based solutions to the world’s most pressing problems, through programmes that will be structured not according to scientific disciplines, but rather on the basis of a certain complex of problems, thus reflecting the structure of the UN University as a whole.

In this context, it is clear that the focus must be on genuine interdisciplinarity, which is best achieved by integrating relevant methods, theories of knowledge and ontologies of natural, social and human sciences. One of the most effective means of achieving this is to follow a systems approach in which textual analysis, modelling, theory building, data analysis, interpretation and so on are woven together seamlessly without being constrained by disciplinary strictures and boundaries.

In 2010, the UN University made the first essential steps toward becoming a full-fledged global graduate school. Rules and regulations for the introduction of master’s and doctoral degree programmes were established, and the first master’s degree programme was initiated at UNU-ISP in Tokyo with an initial cohort of five students. The number of students in this master’s course will be increased each year, eventually reaching 20 students, and a doctoral degree programme will be added. Other UN University institutes also will add courses starting from 2011. See the "UN University Postgraduate Programmes Initiative" section on page 46 for more
information.

It is important to note that the UN University is not trying to copy what most other universities are doing. The programmes of the UN University will focus on systems-oriented, interdisciplinary, cross-cultural and problem-solving thinking, always stressing a scientific, research-based approach. In addition, students will have the opportunity to serve internships in other UN organizations as well as to spend time both in developed and in developing countries. The latter will be facilitated by the “twin institutes” structure previously mentioned.

Furthermore, based on its scientifically founded insights, the UN University will continue to serve the United Nations and its Member States with advice and with focussed research. It is worth noting that in a recent global ranking of think tanks (The Global “Go To Think Tanks” 2010, which surveyed some 6,000 leading think tanks in the world; http://www.gotothinktank.com/thinktank), the UN University was ranked 7th in the “Best Government-affiliated Think Tanks” category while our UNU-WIDER institute was ranked 7th in the “International Development Think Tanks” category.

As a small institution with a rather complex structure, the UN University depends very much on the quality of work of its leadership and staff. During the year, the University welcomed 14 new UNU Council members (replacing members whose six-year tenure ended in 2010) and three new institute directors: Prof. Peter F. Haddawy as Director of UNU-IIST, Dr. Elias Takor Ayuk as Director of UNU-INRA and Dr. Jakob Rhyner as Director of UNU-EHS (and concurrently as Vice-Rector in Europe). Our thanks to the retiring Council members for their dedication and support, and a warm welcome to the new Council members and directors to the UN University family. We look forward to working with you in the years to come.

The UN University also made good progress during the year on the establishment of two new institutes. In June, the UN University and the Kingdom of Spain signed agreements regarding establishment of the UNU International Institute for the Alliance of Civilizations (UNU-IIAOC), which will be located in Barcelona. The statute of UNU-IIAOC was previously approved by the UNU Council in December 2009. In November 2010, a scoping workshop was held for the UNU Institute for Integrated Management of Material Fluxes and of Resources (UNU-FLORES), which will be established in Dresden, and in December the UNU Council approved the UNU-FLORES statute. Both institutes are expected to become operational in 2012.

We will continue to focus our efforts on securing the quality and usefulness of the UN University’s work, strengthening collaboration with our partners and our host countries, and making our voice heard worldwide. In this way, we aspire to make a valuable contribution to solving the critical problems that face humanity, thereby furthering and strengthening sustainability in all aspects of life. By doing so, we hope to convince our sponsors that their continuing benevolence and support is worth the effort.

Konrad Osterwalder
Rector
The UN University: Mission and Vision

The history of the United Nations University began with an initiative of UN Secretary-General U Thant, who in 1969 proposed “the establishment of a United Nations university, truly international and devoted to the Charter objectives of peace and progress”. In its annual session that year, the United Nations General Assembly (UNGA) authorized an expert study on the feasibility of such a university. After considering the question further at its next two annual sessions, the UNGA approved the establishment of the United Nations University in December 1972 and formally adopted the Charter of the United Nations University in December 1973. (Thirty-six years later, in December 2009, the UNGA amended that Charter to explicitly grant the UN University permission to award postgraduate degrees.)

Through the generosity of the Government of Japan, which offered to provide headquarters facilities in Tokyo and to contribute US$100 million to establish an endowment fund, the UN University was able to launch its academic work in September 1975. In the thirty-five years since, the UN University has grown to become a global research and teaching organization with institutes and programmes in a dozen countries worldwide as well as administrative and services units in Tokyo (headquarters), Bonn, Kuala Lumpur, New York and Paris.

In carrying out its work, the UN University maintains close cooperative relationships with other UN system organizations (agencies, programmes, commissions, funds and convention secretariats) as well as with leading universities and research institutes in UN Members States.

Mission

The United Nations University contributes — through collaborative research, teaching, capacity development and advisory services — to efforts to resolve the pressing global problems of human survival, development and welfare that are the concern of the United Nations, its Peoples and Member States. The overarching theme of the UN University’s work is “sustainability”: ensuring that today’s problems are addressed in a manner that fulfils the needs of present generations without endangering the needs of future generations.

Because of its unique identity as both a United Nations organization and a high-level research and teaching institution, the UN University is able to contribute directly to advancement of knowledge relevant to the role and work of the United Nations, and to the application of that knowledge in formulating sound principles, policies, strategies and programmes for action. With intellectual independence guaranteed by its Charter, the UN University can make these contributions objectively and with integrity, thereby presenting decision makers and scholars — and its own students — with open-minded, fresh perspectives on the key global challenges of today and tomorrow.
Vision

The UN University aspires to be a world-class research, policy study, teaching and capacity development institution that provides global leadership on issues of sustainable human survival, development and welfare. In particular, the UN University emphasizes (i) the increasing need for advanced research and education focusing on the problems that affect developing and transitional countries and their peoples, and (ii) the importance of helping those countries strengthen their capacity for self-reliant human and social development.

The hallmarks of the UN University's research, teaching, advisory and capacity development activities are:

• a strict adherence to rigorous scientific methods and tools;
• an emphasis on providing high-quality services and outputs;
• a focus on issues that impact sustainability;
• high ethical standards combined with academic freedom and autonomy (and commensurate accountability);
• intellectual vitality and a spirit of cooperation, collegiality and community;
• equity and openness in access to opportunities, work and outputs;
• strict adherence to the principles of gender balance and empowering women; and
• social responsibility and environmental sustainability in its own operations.

Its special mission and unique identity endows the UN University with some special characteristics that set it apart from traditional universities and research institutions. These include:

• a global structure, with institutes, programmes and administrative/services units in more than a dozen countries worldwide;
• through its identity as a United Nations organization, close collaboration with many UN and governmental offices, and a corresponding ability to convene experts from other UN agencies and from the political/diplomatic world;
• collaborative partnerships with the best universities in many countries, developed and developing;
• an academic focus on problems/themes (rather than on disciplines) and on user needs (both in research and in teaching);
• a commitment to the concept of sustainability (in particular of developing countries and the United Nations system) and to bridging the gaps between the developed and the developing worlds.

It is the totality of these special characteristics that enables the UN University to exploit its comparative advantages as both a United Nations organization built on the principle of partnership between the different parts of the world, and a high-level research and teaching institution that emphasizes a systems-oriented, interdisciplinary, problem-solving approach in its work.
The overarching goal of the United Nations University is to contribute to global sustainable development — that is, development that will enable present generations to live in decency, safety, good health and freedom without compromising the ability of future generations to do the same. In pursuit of this ideal, the UN University employs a systems-oriented, interdisciplinary, problem-solving approach that integrates the methodology and rigour of the natural and physical sciences with the insights of the social sciences and humanities.

Cognizant of the constraints of its human and financial resources, the UN University focuses on those areas in which it has the potential to make a real contribution and bring “additionality” to the effort. Among the criteria that define the UN University’s areas of study and of teaching are:

- the relevance of the topic to the work and concerns of the United Nations, and/or to the challenges facing the developing world;
- the extent to which the nature and impact of the problem are global in scope, and the degree of urgency;
- the degree to which the problem interconnects with other relevant issues and problems;
- the feasibility of applying a problem-focused, solution-oriented approach; and
- the potential for realizing practical, replicable solutions and policies.
01. UN Secretary-General Ban Ki-moon and UNU Rector Osterwalder in a “town hall” meeting at UNU Headquarters.  
02. UNU institute directors at the 57th session of the UNU Council.  
03. Students of the UNU-ISP Master of Science in Sustainability, Development and Peace programme.  
04. UNU Geothermal Training Programme students relaxing in a geothermal hot spring in Iceland.  
05. A UNU Media Studio staff member filming in the Alai valley, Kyrgyzstan.  
06. UNU-ISP staff preparing for a public event.  
07. UN-CECAR course students in Yogyakarta.  
08. UNU-CRIS staff members.  
09. UNU Vice-Rector Takeuchi and Mr. Natori of UNU-IAS.
Academic Programme
As prescribed in the United Nations University Strategic Plan 2009–2012, the 26 major topics of focus of the UN University’s academic work fall within five interdependent thematic clusters. Collectively, these five thematic clusters define the programme space within which the UN University undertakes its academic activities.

These five clusters, and the topics of focus that they encompass, are not conceived as mutually exclusive or collectively exhaustive in terms of the issues that are addressed. Many pressing global issues cut across thematic boundaries and must be approached through an interdisciplinary, systems-oriented framework. Several key perspectives — such as empowering women (beyond gender equality), human rights and sustainability — pervade all aspects of the UN University’s work.

1. Peace, Security and Human Rights
- Peacebuilding and peacekeeping
- Conflict resolution and human security
- Fostering dialogue among civilizations, religions and cultures
- Human rights and ethics
- Gender equality and mainstreaming

2. Human and Socio-economic Development and Good Governance
- Growth and economic development
- Alleviating poverty and inequalities
- Good governance
- Enhancing educational capacities
- Fair trade
- Processes and consequences of regional integration and cooperation
- Leadership, management and entrepreneurship

3. Global Health, Population and Sustainable Livelihoods
- Global health
- Safe water and sanitation
- Food and nutrition for human and social development
- Combating HIV/AIDS
- Population changes and migration

4. Global Change and Sustainable Development
- Climate change — adaptation and mitigation
- Ecological health and biodiversity
- New risk and vulnerabilities
- Sustainable land, agriculture and natural resources management
- Green economy

5. Science, Technology, Innovation and Society
- Science, technology and innovation
- Sustainable energy futures
- Sustainable urban futures
- Sustainable housing and construction
Core Functions

The role of the UN University is to generate new knowledge, enhance individual and institutional capacities, and disseminate useful information to relevant audiences.

Within the programmatic scope of the five thematic clusters, the UN University undertakes three basic types of functions: research and study, teaching and capacity development, and knowledge sharing and transfer. The following thematic sections highlight a broad selection of projects and activities undertaken by the University in 2010.

Research and Study

• Cross-cultural, interdisciplinary research utilizing innovative, science-based techniques and methodologies to study important global processes and elaborate forward-looking solutions
• Targeted foresight and policy studies aimed at developing policy-relevant prescriptions and evaluating the feasibility and comparative advantages of each option

Teaching and Capacity Development

• Postgraduate-level education (degree-oriented programmes and specialized training opportunities) focused on problems and solutions rather than on academic disciplines
• Capacity development activities aimed at helping developing and transitional countries to enhance local potential to address current problems/confront emergent challenges

Knowledge Sharing and Transfer

• The delivery of relevant information about UN University research, current scientific advances and best practices, in a timely manner and in a usable form, to those who most need it and can best utilize it

Overview

UN University Projects, Courses and Workshops — 2010
International peace and security typically have been thought of in terms of national stability and an absence of inter-state warfare. The evolving nature of conflict, however, has seen an increase in violence within states, inter-ethnic confrontations and terrorism that deliberately targets civilians rather than governments, as well as an expansion of societal threats such as human rights abuses, organized crime and the spread of diseases. In this context, human security has displaced territorial security as a central concern, with the aim of achieving the twin goals of freedom from want and freedom from fear.

The UN University’s work within this thematic cluster focuses on the difficult and complex challenges of ensuring peace and security for nations, groups and individuals, and on the vital role of fostering and protecting human rights and dignity. This involves examining not only the changing geopolitical context but also the challenges posed by such trends as climate change, economic globalization and interdependence, and peoples’ calls for more democracy.
Research and Study

2030 Global Order
This research project, undertaken jointly by UNU-ISP and the University of California, Santa Barbara, identifies and analyses future threats, aspirations and adjustments given current trends and intrusions of unanticipated developments. It considers the local and global character of such challenges as intervention, nationalism, gender equality, climate change, and scarcity of water and other natural resources, and whether and how these challenges can be met (e.g., on a national or transnational level). At a project workshop in India in September, leading scholars offered diverse interpretations of what can be anticipated and hoped for by 2030 in a range of inter-related subject areas. The project findings will be disseminated through publication of an edited book.

Enhancing Human Security through Community-Based Conflict Prevention
UNU-INRA and UNU-ISP are working on this project (full name: Enhancing Human Security through Developing Local Capacity for Holistic Community-Based Conflict Prevention in Northern Ghana) in conjunction with FAO, UNDP, UNICEF, UNIDO and WFP, the Government of Ghana, NGOs and academic institutions. UNU-INRA plays a pivotal role in facilitating the project’s research and advocacy component, in cooperation with the University for Development Studies, University of Ghana and Ghana Network for Peacebuilding. UNU-INRA activities to date have included literature reviews and a baseline survey.

Human Rights Regimes in the Americas
This joint research project of UNU-ISP, the University of Oxford and El Colegio de Mexico examined the evolution of human rights institutions, norms and practices in South, Central and North America. It sought to identify particular obstacles as well as successful approaches and strategies. The project findings were disseminated through publication of the UNU Press book *Human Rights Regimes in the Americas* (Serrano and Popovski, eds.).

Gender Violence and Conflict in Africa
This UNU-ISP project brings together scholars and practitioners from those parts of Africa where the problems of sexual violence and exploitation of women, girls and children are most prevalent. The project traces the often-missing policy linkages between HIV/AIDS, wars/conflicts and victims in reconstructing post-war societies through the process of disarmament, demobilization and re-integration. In May, UNU-ISP co-funded and co-organized a two-day project workshop in Canada, in partnership with Carleton University, the Canadian Peacebuilding Network and the University of Ottawa. An edited book based on the project findings will be published in 2011.

Peacebuilding in Conflict-Affected Societies
This research project (full name: Peacebuilding in Conflict-Affected Societies: Comparative Experiences and Local Perspectives), being undertaken jointly by UNU-ISP and McMaster University (Canada), seeks to deepen our understanding of peacebuilding challenges and to recommend ways for improving UN and inter-governmental approaches to peacebuilding. A project workshop, held at the
University of Sarajevo in June, engaged scholars and practitioners with peacebuilding experience in Bosnia-Herzegovina, Croatia, Guatemala, Kosovo, Mozambique and Timor-Leste. Project findings were disseminated through a UNU research brief as well as a report in the Journal of Peacebuilding and Development. An edited book is planned.

**Political Violence in South and South-East Asia**

This UNU-ISP project explored the sources and manifestations of political violence, and the myriad roles that it plays in everyday life, in South and South-East Asia. It brought together political scientists and anthropologists with intimate knowledge of the politics and societies of these regions to analyse the causes, victims and perpetrators of violence. The project resulted in a book, *Political Violence in South and Southeast Asia: Critical Perspectives* (Abraham, Newman and Weiss, eds.; UNU Press), which presents an alternative narrative to that found in mainstream analysis of “terrorism” and provides unique perspectives on assassinations, riots, state violence, the significance of geographic borders, external influences and interventions, and patterns of recruitment and rebellion.

**Regional Security: The Capacity of International Organizations**

UNU-CRIS was mandated by the UNDPA Unit on Cooperation with Regional Organizations to conduct a systematic study of the integral capacities of all regional organizations with a security mandate. This first-ever global survey of its kind assessed a wide range of regional organizations and created an accessible and comprehensive guide to 11 key organizations. The project concluded with publication of a book by the same title (Tavares; Routledge) that offers an up-to-date, critical and comparative analysis of the world’s major security institutions.

**Teaching and Capacity Development**

**Training for Civilian Peacebuilders**

UNU-ISP delivered expert training through a series of courses together with Hiroshima Peacebuilders Centre and the Ministry of Foreign Affairs of Japan. The Program for Human Resource Development for Peacebuilding in Asia, developed in response to the growing global need for civilian personnel in peacebuilding operations, included a Senior Specialist Course for experienced senior peacebuilders as well as a Primary Course for trainees from 15 Asian countries and Japan.

**UNU International Courses (UNU-IC)**

The six-week UNU-IC programme in Tokyo provides postgraduate students and professionals with the knowledge and skills to analyse global issues from a global perspective, both theoretically and empirically. The 11th UNU-IC session, held in May and June, offered courses on “The UN System: Pressing Issues and Sustainable Solutions” and “Peace and Human Rights.”
Knowledge Sharing and Transfer

Education for Disarmament and Non-Proliferation
UNU-ISP and the Ministry of Foreign Affairs of Japan (MOFA) collaborated to promote the vital role of education in disarmament and non-proliferation, providing important inputs to the Nuclear Non-Proliferation Treaty (NPT) Review Conference in May (held every five years by the states parties to the NPT). Through an official working paper submitted to the conference, UNU-ISP and MOFA proposed ways to increase awareness and understanding of the dangers of nuclear proliferation, and to enhance civil society engagement to strengthen NPT norms. UNU-ISP also was a key contributor at the 22nd UN Conference on Disarmament Issues in August, delivering a paper on “Disarmament and Non-Proliferation Education: Promoting Cooperation with Civil Society towards a World without Nuclear Weapons”.

Emotions in International Relations
Although passions, emotions and sentiments undeniably influence our thinking and behaviour, whether consciously and unconsciously, there has been little research on their role within international relations. This project, conducted jointly by UNU-ISP and the University of Lausanne, was initiated with a workshop at UN Headquarters in New York in February, where expert scholars from sociology, anthropology, history and psychology presented their research and reflected on how their disciplines have addressed the issue of human emotions.

The European Union and Traditional and New Security Issues
A three-day EU-GRASP workshop on how traditional and new security issues affect the EU was organized by UNU-CRIS in February in Belgium.

Women Making Peace
UNU-ISP organized an experts’ workshop to assess progress made towards integrating women’s voices, perspectives and skills in conflict prevention and peacebuilding. Scholars, practitioners and UN agency staff examined the impact of efforts to date (in particular, the implementation of UN Security Council resolution 1325 since its adoption in October 2000), the remaining obstacles to women’s participation, and indicators for measuring progress. The workshop conclusions were shared through a public forum and disseminated to policy makers and practitioners through the UNU policy brief “Maximizing the Impact of UN Security Council Resolution 1325: 10 Years On”.

Policy Brief
Available Online
Social and economic development is measured not only by tangible indicators such as level of employment, average income, life expectancy and literacy rate, but also by less tangible factors such as degree of personal safety, freedom of association, gender equality and extent of participation in civil society. While alleviating poverty, minimizing socio-economic inequality and enhancing educational opportunities are crucial steps, ensuring good governance is the underlying key.

Leadership at all levels, and in all domains — not just by elected officials, but within bureaucratic structures, nongovernmental organizations and the private sector — must be publicly responsive, transparent and accountable. Decision makers must strive to meet the needs of all, but particularly the needs of the poor and marginalized.

The UN University’s work within this thematic cluster focuses on the range of components that contribute to sustainable human and socio-economic development.
Research and Study

Capacity-building in Case-Mix System in the Philippines
This UNU-IIGH project, funded by the WHO, EU and Deutsche Gesellschaft för Zusammenarbeit, supports an overall reform in the Philippines Health Insurance Corporation (PHIC), the government agency that runs the National Health Insurance programme (NHI). The aim is to enhance the population coverage of the NHI and to improve the efficiency of the PHIC operation by introducing package payment based on the case-mix system. UNU-IIGH was requested by the PHIC to develop and implement the case-mix system in stages; the project began with 19 pilot hospitals in 2010, and will be extended to cover all 1,600 hospitals in the country by 2014.

Comparing the European Union with Other Regional Organisations
This Jean Monnet project, coordinated by UNU-CRIS and the College of Europe, was completed in October. The key objective was to advance current debates on the topic of contemporary forms of comparative regionalism by bringing together leading scholars in the field from different continents and perspectives. The project was funded by the Lifelong Learning Programme of the European Commission.

Development Frameworks for Sustainable Electronic Governance
UNU-IIST research in this area focused on a range of questions of relevance to governments and the electronic government (EGOV) research community, such as: How to ensure sustained technology leadership in government? How to assess the state of readiness for ICT-enabled transformation in government? How to integrate EGOV and public administration reform strategies? How to coordinate the development and use of IT capabilities by government agencies? What is the nature of collaboration in government, and the capabilities required for such collaboration? Results were published in 2010 in two book chapters, a journal article and nine conference papers.

Evaluation of Case-Mix System Implementation in Indonesia
The case-mix system, implemented in Indonesia through the technical support of UNU-IIGH and the Universiti Kebangsaan Malaysia Medical Centre, currently is used as the provider payment mechanism in the Social Health Insurance programme administered by Indonesian Department of Health. This three-year UNU-IIGH study, initiated in June, compares the impact of this payment mechanism with the fee-for-service tariff that is still being used by other health insurance programmes, such as those administered by local governments and municipalities.

Information Engineering for Sustainability
UNU-IIST has achieved several important research outcomes in the area of information engineering for sustainability. These include: (i) new techniques to exploit true process concurrency; (ii) substantial progress in Refinement of Component and Object Systems (rCOS) notation for the model-driven design of component-based
software; (iii) a simplified design for web-service-based computing; (iv) a formalism for the previously informal notion of “adaptability” for multi-agent systems; and (v) modelling and simulation of the dynamics of a population of mosquito, *Aedes albopictus*.

**GARNET/GR:EEN**

The network of Excellence on Global Governance Regionalization and Regulation: the Role of the EU (GARNET) successfully completed its five-year mission in August. To continue some of its activities, many of the research institutes that were active within GARNET have joined forces again through the project Global Re-ordering: Evolution through European Networks (GR:EEN). In December UNU-CRIS welcomed the signing of the GR:EEN contract by the European Commission. This 10-million euro Framework 7 Integrated Research Project, which will be coordinated by the University of Warwick (UK), involves 15 other universities in the world, including UNU-CRIS. The project will study the current and future role of the EU in an emerging multi-polar world.

**Inclusive Wealth Report**

This project, jointly carried out by IHDP (hosted by UNU-ViE), UNEP and the World Bank, seeks to promote alternative indicators for measuring societies’ success by moving beyond conventional measures such as Gross Domestic Product (GDP). The project aims at developing the first report on wealth and changes in the wealth of nations, with a particular focus on developing countries and natural capital.

**Land Inequality and Decentralized Governance in Least Developed Countries**

This UNU-WIDER project investigates issues concerning (i) the evolution of land inequality and the role of policies concerning land rights, and (ii) the accountability of local governments in developing countries in Asia, Africa and Latin America. One output has been a set of research papers on these issues in the context of West Bengal, India; another will be an international conference on land inequality and land rights that examines related issues in a number of developing countries.

**The Middle East, North Africa, and Climate Change**

Climate change, and its impact on water resources and agriculture, is one of the major problems facing developing countries in Africa. This UNU-WIDER research project seeks to measure the impact of climate change directly on agriculture, and indirectly through its linkages with other sectors, and to examine the potential of alternative mitigation policies. The project, being conducted in collaboration with Purdue University, utilizes an integrated methodological approach and integrates two modelling frameworks (the GTAP model and IMPACT-WATER model). The aim is to provide a country-based analysis as well as to create analytical tools that can be applied in other countries and regions.

**New Directions in Development Economics**

This project serves as an instrument for UNU-WIDER to (i) conduct small-scale projects or studies on topics of immediate policy importance that deserve a swift and critical response; (ii) experiment with the application of new analytical techniques to development issues; and (iii) build new research ideas that may then constitute the basis of larger projects. Potential areas of focus include empirical evaluation of
development insights, trade reform and employment, development economics and public policy, and poverty measurement and inequality.

**Optimal Social Security, Poverty and Development**

UNU-MERIT is collaborating on this Brookings Institution research project, which is part of the African Growth Initiative research programme. The research will develop a growth model for social security demand and study its welfare implications in terms of optimal (social) choice. The focus is on (i) policies that specifically involve investments to build human capital and, thus, improve productivity, and (ii) social protection policies that focus on helping poor people cope with vulnerability and risk, and those that deal with chronic poverty.

**Tools and Techniques for Evidence-based Policy in Higher Education and Research**

The objective of this new UNU-IIST programme is to develop and disseminate tools and techniques to assist in formulating, implementing, monitoring and evaluating relevant policies in higher education and research. The focus is primarily applied and needs-driven, with a tight linkage between research, policy support and academic community support. The new tools and techniques will be applied to derive analytical results in areas of interest to policy makers. Research topics include an analytical workbench; interdisciplinary and niche area analyses; and the mapping, analysis and quantification of knowledge flows between countries and between institutions.

**UNESCO–UNU Chair on Regional Integration, Migration and Free Movement of People**

The agreement to establish this new UNESCO–UNU Chair was signed in November by the UNU Rector, the Director of UNU-CRIS and the Director-General of UNESCO. This UNESCO–UNU Chair, located at UNU-CRIS in Bruges, will work in close cooperation with the University of Pretoria, South Africa. Its objective is to creatively address the opportunities and challenges of regional integration, the social dimensions of regional integration and migration and, in particular, the free movement of people within South Africa and the southern African region.

**Teaching and Capacity Development**

**Biosciences as a Tool to Mankind**

UNU-BIOLAC held a pilot course of this Training the Trainers Seminar in October in Brazil. The aim is to stimulate high school teachers to develop new curricula for the teaching of biology and biotechnology.
Caribbean Training Programme on Bioinformatics
This two-week course, co-sponsored by UNU-BIOLAC and the International Centre for Genetic Engineering and Biotechnology, was held in January in Trinidad and Tobago. The focus was on the application of structural and computational biology in biomedical sciences.

Computer School
A week-long computer school was organized and taught by UNU-IIST at Universiti Kebangsaan Malaysia. The school included courses in Functional and High-Level Programming and in Model Checking.

Contemporary Information Engineering
UNU-IIST organized two seminars on contemporary information engineering for the M.Sc. in Mathematical Modelling programme at the University of Dar Es Salaam.

Education for Sustainable Development in Africa
This UNU-ISP project seeks to develop and test a graduate-level education programme for professionals. Three working groups, focusing on integrated rural development, sustainable urban development, and management of mining and mineral resources, are elaborating curriculum outlines and holding workshops for selective course-testing. Universities in Ghana, Kenya, Nigeria and South Africa are participating as partner institutions, with support from Japanese universities, UNU-IAS, UNU-INRA, UNESCO, UNEP and UN-HABITAT. A reflection workshop, held in Kenya in March, was followed by a consultation meeting in South Africa in August.

Functional Programming
A three-week course on Functional Programming was organized by UNU-IIST at the African Institute for Mathematical Sciences.

Intelligent Medical Training Systems
The traditional apprenticeship approach toward clinical competence (i.e., close expert supervision while students interact with patients) can subject patients to discomfort, risk of complications and prolonged procedure times. UNU-IIST has developed a virtual reality dental training environment (simulator) that incorporates realistic tactile feedback and provides detailed information on the performance of procedures. UNU-IIST is exploring the integration of intelligent tutoring techniques into the simulator as a way of using the data to provide students with tutorial feedback.
Peer-production Approaches to e-Learning
Commons-based peer production — remotely coordinating the work of large numbers of individuals, usually through the Internet, into large, meaningful projects without a traditional hierarchical organization — typically uses Free/Libre Open Source Software (FLOSS). This UNU-IIST research project seeks to (i) design a framework for geographically distributed pilot studies wherein students can participate in FLOSS projects both as learners and as researchers, and (ii) create pilot projects with academics and former students. The objective is to build a new UNU postgraduate e-learning programme in open source approaches to software engineering.

Sustainable Management of Marginal Drylands, Phase Two
This five-year project, jointly managed by UNU-INWEH and UNESCO, was launched in 2009 with funding from the Flemish Government of Belgium; it builds on an earlier four-year phase that focused on assisting developing countries in northern Africa and Asia. The current phase, which involves a collaborative network of researchers and institutions in nine countries, emphasizes training, capacity building and interaction with landowners and farmers. Its three major objectives are to (i) foster scientific drylands research, (ii) prepare policy-relevant guidelines for decision makers and (iii) promote sustainable livelihoods in drylands.

UNU-WIDER Visiting Scholars (Sabbatical) Programme
This programme offers researchers and scholars an opportunity to spend about three months at UNU-WIDER. Each participant is expected to contribute a publishable research report related to the Institute’s research programme.

Knowledge Sharing and Transfer

Case-Mix Impact on Service Delivery Efficiency
This study (full name: Impact of Case-Mix on Technical Efficiency of Service Delivery in Three Teaching Hospitals in Malaysia), conducted by UNU-IIGH in collaboration with Universiti Kebangsaan Malaysia, tested the hypothesis that hospitals and clinical departments implementing the case-mix system will have a higher level of technical efficiency than those that do not. Twenty-one clinical departments of three teaching hospitals participated in this study, which was completed in October. Findings have been published in local and international journals and presented at international conferences.

E-learning Concepts
In September, UNU-ViE launched an animated video “Sticky Concepts on E-learning”. This 5-minute video explains the basics of online learning management systems, blended learning and pedagogical models.

Global Citizen’s Conference on the UN Decade of ESD
The conference “Mainstream, Link and Collaborate: Dialogues toward an Expanded Education for Sustainable Development (ESD) Movement in Asia” was co-organized by UNU-IAS in September. The aim was to promote ESD-related activities in Japan; strengthen networking among multiple actors, including educational institutions,
local communities, the private sector and non-profit organizations; and increase the visibility of ESD efforts.

**Leadership Skills for Women Academicians**
A five-day workshop on “Research Data Management for Women Academicians” was organized in July in Kenya by UNU-INRA. The aim was to help improve the leadership skills of female social scientists and academic staff in research data management and analysis in the fields of natural and agricultural sciences.

**Marine Area Management in the Pacific**
The UNU-IAS report “Traditional Marine Management Areas of the Pacific in the Context of National and International Law and Policy” highlights successful community-based solutions to marine management based on both traditional knowledge and scientific information.

**Promoting Entrepreneurial Capacity**
The UNU policy brief “Promoting Entrepreneurship in Developing Countries: Policy Challenges” reports on this UNU-WIDER research project. The project focus was on understanding whether and how entrepreneurship matters for development, how it can derail development, how entrepreneurs function in high-growth as well as conflict environments, and how female entrepreneurship differs across countries at various stages of development.

**Post-Conflict Countries and Foreign Investment**
The findings of this UNU-ISP project were published in the book *Foreign Direct Investment in Post-Conflict Countries: Opportunities and Challenges* (Igbokwe, Turner and Aginam, eds.; Adonis and Abbey). The project explored various approaches to encouraging and regulating foreign investment in the uniquely challenging environment of a post-conflict country, and sought to identify ways in which policy makers can design a foreign investment strategy that brings real and meaningful economic development as part of the wider peacebuilding process.

**The Promotion of Regional Integration by the European Union**
This Jean Monnet event was co-organized by UNU-CRIS in September in Belgium as part of the Comparing the European Union with Other Regional Organisations project. The focus of the event was on “Interacting with Civil Society”.

**Seminar on Civil Society’s Roles in Global Governance**
Forty-seven Heads of State and Government from Asia and Europe attended the eighth Asia–Europe Meeting (ASEM8) Summit, which focused on improving world governance structures and strengthening sustainable development efforts as part of the long-term response to the global economic and financial crisis. In October, UNU-CRIS and its twinning partner Tsinghua-CRIS co-organized a workshop on “The EU & Asia: Inter-regionalism and Regional Integration” as an official ASEM8 Summit side-event.

**Trends and Innovations in Governance**
This project, jointly implemented by UNU-ISP and the East-West Center, culminated in a series of UNU Press books. The first two books, published in 2010, are *Engaging Civil Society*...
Civil Society: Emerging Trends in Democratic Governance and Building Trust in Government: Innovations in Governance Reform in Asia (Cheema and Popovski, eds.).

U Thant Distinguished Lecture
Rafael Correa, President of Ecuador, delivered the 17th U Thant Distinguished Lecture at UNU Headquarters in Tokyo in September. His presentation, “The Challenges of Ecuador and the Latin American Region in the Twenty-First Century”, addressed critical issues facing the region from financial, socio-political and environmental perspectives.

Sustainability and Policy Making
This UNU-ISP project explores how governance structures and processes can produce “sustainable” policies that better address both the short- and long-term needs of society, particularly in the context of the global environmental and financial crises. A July workshop identified internal and external factors that influence sustainable outcomes, including time pressures, conflicting values, and imprecise or contested data. A major conference held at UNU Headquarters in Tokyo prior to the 2010 APEC meetings in Yokohama engaged leading experts from the private and public sectors to propose new ways of governing and doing business. The emerging consensus was that because the “business as usual” economic model is unsustainable, our conception of wealth must evolve to incorporate human well-being, and that civil society should play a more active role in decision making.

UNU-WIDER 25th Anniversary Conference
The three-day UNU-WIDER anniversary conference brought together more than 200 top academics, practitioners and policy makers from across the developing and developed worlds (including the United Nations and the international donor community). The theme of the conference, held in May in Helsinki, was “The Triple Crisis: Finance, Food and Climate Change”.

UNU Global Seminar
The first UNU Global Seminar in the Caribbean region was held in June at the St. Augustine Campus of the University of the West Indies, in Trinidad and Tobago. The topic of this three-day seminar was “Regional Governance: Challenges and Opportunities”.
Problems that affect human health — such as infectious diseases, contaminated or inaccessible water, inadequate food and marginal living conditions — can transcend national borders. Such problems may have profound regional or global political, social and economic impacts. In severe cases, they can diminish the sustainability of lives and livelihoods in large areas, forcing families or groups to modify their lifestyles in an attempt to survive, or even to migrate to other areas or nations in search of better living conditions.

Sustainable good health, stable communities and productive livelihoods are contingent on an appropriate balance among economic, social and environmental factors. The UN University’s work in this thematic cluster is focused on improving human lives by reducing economic disparities both among and within nations, and on protecting against localized and transnational threats that hinder the ability of individuals to stay healthy, procure safe and sufficient water and food, and adequately support themselves and their families.
Research and Study

The Burden of Pneumococcal Disease

*Streptococcus pneumoniae* (pneumococcus) is a leading cause of serious bacterial illness and death worldwide; it is the most frequent cause of invasive diseases such as meningitis, sepsis and bacteraemic pneumonia and of non-invasive diseases such as pneumonia, acute otitis media and sinusitis. This UNU-IIGH research project (full name: Clinical and Economic Burden of Pneumococcal Disease in Malaysia) supports decision-making of the Ministry of Health in Malaysia by estimating the annual incidence of pneumococcal diseases (through a review of cases in four major hospitals) and imputing the related economic burden.

Diabetes Mellitus Management

Diabetes mellitus (DM) is epidemic in many developing countries and ranks among the top-five leading causes of death in most developed nations. Although the prevalence of type 2 diabetes in Malaysia has increased tremendously in the past three decades — from 2.1% in 1982 to 14.9% in 2006 — there has been no systematic cost-of-illness study to assess its economic impact and evaluate the diabetes-care programme delivery. This UNU-IIGH research project (full name: Economic Burden and Cost-effectiveness of Diabetes Mellitus Management in Malaysia) seeks to estimate the national economic burden of DM and its complications (including through face-to-face interviews with DM patients regarding their treatment costs and quality of life), and to evaluate the cost-effectiveness of DM management.

Knowledge, Attitudes, Practices and Empowerment (KAPE)

The KAPE project, conducted jointly by UNU-INWEH and McMaster University (Canada), focuses on the provision of safe water to marginalized communities in the Lake Victoria basin of Kenya. Although data collection is ongoing, major differences already have been observed in knowledge, attitudes and practices by gender, age group and family status. Community perspectives will be incorporated into the empowerment stage of the project (to be funded by the Social Sciences and Humanities Research Council of Canada), which will lead to the development of sustainable ways of improving the provision of safe water and sanitation.

Research for Sustainability: Water and Waste Management

In February, UNU-ViE co-organized (with the Indian Institute of Technology (Delhi) and the International Bureau of the German Bundesministerium für Bildung und Forschung (BMBF)) the third Indo-German Conference on Research for Sustainability: “Science and Technology – Drivers for a Common Future” (held back-to-back with the Delhi Sustainable Development Summit). Researchers and experts exchanged their knowledge and experience in the fields of “water” and “waste management” in the framework of the Dialogue on Science for Sustainability (an international initiative of the BMBF). Participants discussed sustainability science as an emerging academic discipline, emphasizing the need for joint research, development and innovation.

Saving Lives

The aim of this project, undertaken by UNU-FNP, Cornell University, UNICEF and the International Food Policy Research Institute, is to estimate the numbers of lives currently being saved by public health interventions. The project has assessed how
many more lives can be saved, and the proportion of deaths that can be prevented, by (i) developing better health technology and (ii) ensuring better delivery and utilization of currently available technologies. Results from this study found that an estimated 3.67 million lives are being saved, or 30 per cent of the children that would die in the absence of health and nutrition interventions.

Solutions to Polluted Lake-shore Drinking Water in Rural African Communities
The objective of this UNU-INWEH project, funded by the Arab Gulf Program for Development, was to develop an integrated planning framework for providing safe drinking water to lakeside communities, based on a synthesis of regional Great Lakes experiences. Applicability of the framework was tested through a pilot project in communities on the shores of Lake Victoria, where pumps now provide 12,000 households with access to easily drawn and affordable safe water. Key lessons learned from the project are (i) that beneficiary communities can effectively manage their own developmental initiatives if actively involved in planning, implementation, management and ownership, and (ii) that, when delivered in conjunction with full community engagement, small grants can achieve big impacts on community health and livelihoods.

Teaching and Capacity Development

Diagnosis and Monitoring of Chaga’s Disease
This week-long UNU-BIOLAC international training course (full name: Standardized Polymerase Chain Reaction Strategies for Diagnosis and Monitoring of Chaga’s Disease Patients) was held in Venezuela in July, as part of UNU-BIOLAC’s priority on vector control of emerging diseases.

Distant-Learning Programme in Case-Mix System for Developing Countries
This UNU-IIGH training programme seeks to support use of the case-mix system as a tool to improve the efficiency and quality of care. The online component of the programme provides solid exposure to the case-mix system for trainees with both health and non-healthcare backgrounds.

Fisheries Training Short Courses
In 2010, UNU-FTP developed and delivered four short courses in partnership with local universities and regional and international organizations. These were a regional course on leadership in fisheries, in Belize; a regional course on fisheries statistics and stock assessment in the Caribbean, in Barbados; a regional course on the application of business management principles in small-scale aquaculture, in Viet Nam; and a national course on aquaculture management, in Uganda.

Improving Traditional Food Fermentation and Food Technology
This annual one-year training programme, conducted under the UNU–Kirin Fellowship Programme, gives Fellows an opportunity to study the latest techniques and methodologies at the National Food Research Institute (Japan), and to apply them to a research project with direct relevance to their work at their home institutions.
Master of Public Health Programmes
UNU-IIGH collaborates with local partners to conduct these master’s degree programmes in four countries: in Malaysia (with University Kebangsaan Malaysia); in Yemen (with the University of Science and Technology, Sana’a, and Universiti Kebangsaan Malaysia); in Sudan (with the University of Medical Science and Technology, Khartoum); and in Nepal (with the BP-Koirala Institute of Health and Medical Sciences).

M.Sc. and Ph.D. Training in Fisheries
UNU-FTP Fellows seeking to obtain a postgraduate degree in fisheries-related areas can study at Icelandic universities on scholarships funded by the Government of Iceland and administered by UNU-FTP. The six-month UNU-FTP course fulfils 25 per cent of the M.Sc. programme credit requirements.

UNICEF/UNU NutritionWorks
This joint UNU and UNICEF project, carried out by Cornell NutritionWorks, seeks to design an electronic-learning course for capacity building in infant and young child nutrition. The proposed training course, “Programming for Infant and Young Child Feeding”, will focus on the important nutritional issues and explore the steps that can be taken during the window of opportunity for prevention of under-nutrition.

UNU-BIOLAC Cancer Course
This 25-day course, held in June at Universidad de los Andes (Venezuela), addressed a range of topics related to cancer: the molecular biology of human-infection diseases, a model of cancer transformation induced by HPV, the new-generation vaccines control by interference RNAs, and anti-HPV vaccines.

UNU-IIGH Fellowship and Internship Programmes
The UNU-IIGH postdoctoral fellowship programme enables young scholars (particularly those from developing countries) to conduct postdoctoral research and contribute to the research activities of the Institute. The internship programme provides Ph.D. students with an opportunity to stay up to 12 months at UNU-IIGH and expand their intellectual vision beyond the scientific field in which they may be engaged.

UNU Fisheries Training Programme
The six-month UNU-FTP postgraduate training programme for fisheries professionals, held annually from September–March, introduces various aspects of fisheries, including global developments and international instruments affecting fisheries and aquaculture. Attendees also take an intensive six-week specialization course in preparation for a three-month research project that is of particular relevance for their home fisheries and institutions.
Knowledge Sharing and Transfer

African Nutrition Graduate Students Network (AGSNet)
AGSNet, established in 2002 at Cornell University with the help of UNU-FNP, held its 3rd Biennial Congress in October, in Kenya, as a pre-conference workshop of the ANEC IV Conference. The theme of the event, which comprised capacity-building, scientific and business sessions, was “The Financial Crisis — Implication for Nutrition and Food Security in Africa: What Role can the AGSNet Play?”

Challenges Related to Water, Health and Environment
The seminar “Contemporary Issues and Challenges Related to Water, Health and Environment in Uganda”, part of the “Another Drop” Water Health Seminar Series, was held in Hamilton (Ontario) in October by UNU-INWEH.

Conference on Aquatic Food Processing
This two-day conference, held at Nha Trang University in Viet Nam in September, focused on the link between researchers and the private sector. UNU-FTP provided technical support, a UNU-FTP board member gave a keynote address, and several former UNU-FTP Fellows from Vietnam and China participated in the conference.

Cornell/UNU Africa Series
Two edited volumes in the Cornell/UNU Africa series were published by Cornell University Press in late 2010. These books, The African Food System and Its Interactions with Human Health and Nutrition (Pinstrup-Andersen, ed.) and The Socioeconomic Dimensions of HIV/AIDS in Africa: Challenges, Opportunities, and Misconceptions (Sahn, ed.), seek to inform the development and implementation of future policies and practices and to share best practices in the unique African context. They are derived from a series of symposiums organized in recent years by UNU-FNP, UNU-ONY and Cornell University.

Food and Nutrition
The Food and Nutrition Bulletin is published quarterly by UNU Press in cooperation with UNU-FNP. It features policy analyses, state-of-the-art summaries, and original scientific articles relating to multidisciplinary efforts to alleviate the problems of hunger and malnutrition in the developing world.

Reducing Water Loss
The UNW-DPC video “Reducing Water Loss in Cities Around the World”, produced in cooperation with the UNU Media Studio and released in August, resulted from a series of regional workshops held on this topic with UN-Habitat in 2008 through 2010 in North Africa, Eastern Europe, Latin America and Germany. In this DVD, water experts discuss the challenges of water loss faced every day, suitable solutions to increase efficiency in urban water supply systems and suitable approaches to developing capacities.

The Role of Water and Sanitation in Child and Maternal Health
This public panel discussion was organized by UNU-INWEH, in collaboration with Carleton University, in Ottawa in June. Key stakeholders, including a number of non-governmental organizations, participated in the event.
UNU Global Seminar
The 26th Shonan Session of the UNU Global Seminar series was held in September in Japan. The topic of this five-day seminar was “Toward a Sustainable Global Society”.

UNU-FTP Annual Lectures
In January, Prof. Steve Otwell (University of Florida, USA) gave a series of lectures in Reykjavík on seafood safety problems, the current status of regulatory practices and the health benefits of seafood, followed by lectures on common quality problems in warm climates. He also gave three-day intensive training on “Hazard Analysis and the Identification of Critical Control Points in Fish Processing” attended by UNU-FTP Fellows and participants from the fisheries sector in Iceland.

Vulnerability in Developing Countries
The UNU-WIDER book Vulnerability in Developing Countries (Naudé, Santos-Paulino and McGillivray, eds.; UNU Press) was launched at a ceremony held in February at the Overseas Development Institute in London.
We all depend — even if only indirectly — on the natural environment and its resources/services for our lives and livelihoods. Yet large-scale changes, resulting from or exacerbated by human activities, are affecting the global environment to an unprecedented extent, and in some cases threaten the sustainability of ecosystems that are essential to human survival and well-being. At the same time, complex global factors (including environmental deterioration and climate change) are increasingly disrupting human activities and lifestyles, creating new risks and vulnerabilities, particularly for those already living a marginal existence.

Global change encompasses not just environmental change, but social, cultural and economic changes and their interactions. The UN University’s work in this thematic cluster is based on the premise that environmental issues must be addressed in the context of the social and economic drivers that will shape future global population composition and consumption patterns. This approach incorporates both an anthropogenic focus (on sustainable development) and an eco-centric perspective (subsisting within the carrying capacity of supporting ecosystems).
Research and Study

Climate Change-Related Extreme Events
Within the framework of the Critical Infrastructure and Population/Civil Protection in the Context of Climate Change-Related Extreme Events (KIBEX) project, UNU-EHS is cooperating with several representative communities in Germany to develop methods for assessing vulnerability to such climate change-related extreme events as high-intensity rainfall, storms, droughts and heat waves. The project, being conducted by UNU-EHS in cooperation with Deutsches Luft- und Raumfahrtzentrum and the Potsdam Institut für Klimafolgenforschung, is financed by Bundesamt für Bevölkerungsschutz und Katastrophenhilfe. Outcomes include (i) systematization of the impacts of climate change on critical infrastructures and (ii) development of causal chains for identifying vulnerability patterns and feedback loops between extreme events, critical infrastructure failure and society.

Coral Reef Connectivity and Large-scale Ecological Processes
This UNU-INWEH project focused on understanding coral reef ecology, existing threats and ways to improve the situation. Initial efforts were in the western Caribbean. New research quantified the connectivity among local populations of selected coral reef organisms, and efforts were taken to improve local knowledge on the importance of connectivity in management and planning. The project also emphasized capacity building to facilitate research and monitoring by experts in developing countries, developed new tools for identifying sources and tracking movements of larvae, and conducted demonstration projects on fish, corals and lobster.

Development Strategies and Adaptation to Climate Change
This UNU-ISP project (full name: Comparative Studies on Development Strategies considering Impacts of Adaptation to Climate Change) aims to contribute to the implementation of appropriate adaptation strategies for climate change in developing countries, with a focus on rice production and mitigation of natural disasters. The project includes case studies in the Philippines, Sri Lanka, Thailand and Viet Nam, and joint programmes with national institutions.

Development under Climate Change
This UNU-WIDER project sets forth a research and capacity-building programme on sustaining economic development in the context of climate change. In collaboration with its partners (including the International Food Policy Research Institute, the Massachusetts Institute of Technology and the University of Colorado), UNU-WIDER has developed an analytical framework that integrates comprehensive biophysical and economic analysis. The project seeks to contribute in four areas: (i) the uncertainties associated with the science of climate change at the country/regional level, (ii) the potential evolution of world market prices under alternative climate and policy scenarios, (iii) the identification and analysis of low-carbon growth paths for developing countries, and (iv) a regional approach to climate change analysis.

Ensuring Impacts from Sustainable Land Management
This UNU-INWEH project, funded by the Global Environment Facility (GEF), aimed at providing a scientific-technical basis for selecting indicators to record the performance, results and best practices of sustainable land management projects in
the GEF Land Degradation Focal Area. The project developed four global-level indicators (land cover, land productivity, water availability and rural poverty) and a set of core impact indicators to track progress at the project level. To strengthen knowledge management and enhance the exchange of information, the project established a learning network that includes a website, communities of practice and a virtual resources centre. Training activities were undertaken in collaboration with GEF project teams in Namibia, Senegal and Tajikistan. A final project workshop was held in cooperation with FAO at its headquarters in September.

**GEF IW: Science**
Following the IW: Science working conference in Macao in January (a joint activity by UNU-INWEH and UNU-IIST), work continued on this global GEF initiative. The project, executed by UNU-INWEH, focused on synthesizing scientific findings from GEF’s International Waters portfolio in order to extract scientific knowledge, identify programme gaps, improve science-to-policy bridging and contribute to strategies for the future allocation of resources. Project partners included UNEP, UNESCO, the Scottish Association for Marine Science, the Canadian Water Network, the Land-Ocean Interactions in the Coastal Zone network, UNU-EHS and UNW-DPC. A series of individual meetings was held in Europe and Africa in September and October to consolidate the outputs of the five transboundary water system working groups (river basins, lakes, groundwater, coastal environment, and large marine ecosystems and the open ocean).

**Global Vulnerability to Disease**
This project, a joint initiative of UNU-INWEH, UNU-IIGH and UNU-EHS in collaboration with other partners, seeks to measure, map and mitigate the vulnerability of individuals and communities to water-related diseases in the face of global environmental change. Partially funded by the Canadian Institutes for Health Research, the project launched a proof-of-concept initiative in Malaysia to identify risk of and vulnerability to dengue fever and chikungunya for the purpose of mitigation and management. Based on the success by this initiative, the project will expand to other water-related diseases, including dengue fever, schistosomiasis and cholera, particularly in the Mekong Delta and West Africa.

**Methods for the Improvement of Vulnerability Assessment in Europe (MOVE)**
This three-year UNU-EHS research effort, funded by the European Commission, seeks to create knowledge, frameworks and methods for assessing vulnerability to natural hazards in Europe, so as to help improve societal and environmental resilience. Floods, temperature extremes, droughts, landslides, earthquakes, wildfires and storms are being studied, and methodologies will be tested in seven case study regions in Europe. The first phase of data analysis and framework application was undertaken in Germany. A two-day coordination meeting was held in Germany in May.

**Munich Climate Insurance Initiative**
This initiative, hosted by the UNU-EHS, was launched by Munich Re in 2005 in response to the growing realization that insurance solutions can play a role in adaptation to climate change. The initiative (of insurers, climate change and adaptation experts, NGOs and policy researchers) is intent on finding solutions to the risks posed by climate change, both on the negotiating floor and on the ground in developing countries. The initiative hosted a side event during the inter-sessional climate
negotiation sessions in August in Bonn, and in July published the UNU-EHS policy brief “Solutions for Vulnerable Countries and People: Designing and Implementing Disaster Risk Reduction and Insurance for Adaptation”.

**Water-related Information System**
The multidisciplinary Water-related Information System for the Sustainable Development of the Mekong Delta (WISDOM) project is a bilateral initiative of the Governments of Germany and Viet Nam to design and implement an integrated system containing information from the fields of hydrology, sociology, information technology and earth observation. Within this project, UNU-EHS carries out research in the fields of (i) vulnerability assessment linked to water-related hazards such as flood and drought, and (ii) water quality monitoring and modelling of agrochemicals. Project results have been disseminated through various peer-reviewed papers and workshops, and a book (to be published with Springer) is planned.

**Teaching and Capacity Development**

**Biodiversity of Mangrove Ecosystems**
This annual two-week training course focuses on mangrove ecosystems while maintaining an integrated approach towards coastal ecosystem management. The 2010 course, by UNU-INWEH in collaboration with UNESCO and Annamalai University (India), was held in October.

**Biotechnology Courses in Costa Rica**
In June, UNU-BIOLAC organized two week-long courses in Costa Rica: “Biotechnology Applications to Conservation and Exploitation of Agro-forestry Resources”, held at Centro Agronómico Tropical de Investigación y Enseñanza, and “Microbial Applied Bioinformatics”, held at Instituto Tecnológico de Costa Rica.

**Biotechnology of Mycorrhizas**
This week-long UNU-BIOLAC workshop focused on the symbiotic relationship between fungi and plant roots. It was held in July at the University of El Salvador.

**Environmental Monitoring and Governance in the Asian Coastal Hydrosphere**
This UNU-ISP capacity-building initiative, supported by Shimadzu Corporation, provides 10 developing Asian countries with the scientific knowledge and technology to monitor chemical pollutants in the coastal environment. The current phase focuses on Persistent Organic Pollutants. An international training workshop for researchers from the partner organizations on “Environmental Analysis of Polybrominated Diphenyl Ethers in the Sediment” was held in April in Japan. The initiative’s research results will be presented at an international conference in China in 2011.

**Groundwater Recharge**
The project Optimization and Enhancement of Groundwater Recharge through Reservoirs, Breakers and Dams in the United Arab Emirates (UAE) — undertaken by UNU-INWEH in collaboration with the UAE Government — examines the effectiveness of dams in recharging groundwater aquifers (a major source of freshwater sup-
The project, which assesses existing water harvesting techniques and reviews alternative methods, entails a significant capacity development component, in particular through onsite engagement of postgraduate students. This four-year project was launched in the summer; it is anticipated that the results will be transferrable to other arid and semi-arid countries throughout the region.

**Integrated Dryland Management**

The Joint M.Sc. Programme on Integrated Dryland Management, implemented by UNU in cooperation with partners in China, Japan, Syria and Tunisia, has been renewed for another three years. In 2010, students from the 3rd cycle passed their thesis examinations, and in September new students began the 5th cycle with a course in China on “Combating Desertification”.

**Munich Re Foundation (MRF) Chair on Social Vulnerability**

The MRF Chair on Social Vulnerability at UNU-EHS supports and initiates policy-relevant research on social vulnerability. The project has engaged top Ph.D. candidates from around the world in an annual summer academy; created an active social vulnerability network among students, professors and academic institutions; and generated a series of policy-relevant publications. The theme of the project’s 2010 summer academy was “New Policy and Institutional Frameworks To Better Protect Climate-Related Migrants”.

**Sustainable Rural Livelihoods**

In this project, UNU-INRA made substantial contributions to the development of a training toolkit on Community Action Planning. The toolkit was presented at a project stakeholders workshop in August, and the finalized version will be launched by the Government of Ghana.

**Traditional Knowledge and Wisdom in Satoyama/Satoumi**

This year-long project by UNU-IAS and the Ishikawa Prefectural Government was completed in April. It documented traditional knowledge in satoyama/satoumi landscapes and explored their potential for sustainable resource management and biodiversity conservation.

**Traditional Knowledge Initiative**

This UNU-IAS initiative seeks to promote and strengthen research on the traditional knowledge of indigenous and local communities. At working group meetings in
Colombia (March) and Kenya (May), and at several relevant Australian and Canadian forums, UNU-IAS staff presented the initiative’s research findings and advocated greater respect for the wisdom contained in traditional knowledge. The UNU-IAS Traditional Knowledge Initiative also supported the global Indigenous People’s Biocultural Climate Change Assessment Initiative.

University Network for Climate and Ecosystems Change Adaptation Research (UN-CECAR)
The purpose of UN-CECAR, the first network of its kind in Asia, is to enhance education and research on adaptation to climate change and ecosystems change, and to build the emerging discipline of sustainability science. The coordinating committee consists of representatives from more than 20 Asian universities, with UNU-ISP acting as the Secretariat. In September, UN-CECAR launched a three-week postgraduate programme on Building Resilience to Climate Change in Tokyo that included courses on “Science, Impacts and Vulnerability” and “Approaches to Adaptation”.

UNU International Courses (UNU-IC)
The six-week UNU-IC programme in Tokyo provides postgraduate students and professionals with the knowledge and skills to analyse global issues from a truly global perspective, both theoretically and empirically. The 2010 UNU-IC session, held in May and June, offered courses on “Global Change and Sustainability” and “International Cooperation and Development”.

Knowledge Sharing and Transfer

Africa Day Symposium
The topic of this annual symposium, convened in May in Tokyo by UNU and the African Diplomatic Corps in Japan, was “Environment: Challenges for Africa, the Role of Japan”.

Climate Change
In 2010, a number of distinguished speakers made presentations related to climate change at UNU Headquarters in Tokyo. The speakers included:

• Felipe Calderón Hinojosa, President of Mexico, who in February delivered the 16th U Thant Distinguished Lecture on “Preserving Our Common Heritage: Promoting a Fair Agreement on Climate Change”;
• Patricia Espinosa, Secretary of Foreign Affairs, Mexico, and the chair of the COP16 climate summit, who in July lectured on “Towards Cancún 2010: Setting the Stage for UNFCCC COP16”;
• Álvaro Colom Caballeros, President of Guatemala, who spoke in October on “Climate Change and the Mayan Vision”;
• Erik Solheim, Norwegian Minister of International Development, who in October delivered the 2010 Fridtjof Nansen Memorial Lecture on “Climate Change and Loss of Nature’s Diversity: New Actions and Alliances in Response to Key Global Challenges”; and
• Irina Bokova, Director-General of UNESCO, who in November spoke about “Climate Change and Education: UNESCO’s Role in the 2010s”.
Development Under Climate Change
UNU-WIDER organized a special session on this topic at the Poverty, Equity and Growth Network Annual Conference, held in Johannesburg in September to demonstrate methods currently being used to address the economics of climate uncertainty and vulnerability. Three papers from the UNU-WIDER research project of the same name were presented.

Enhancing Development through Policy Coherence
Policy coherence implies that donors, in pursuing domestic policy objectives, should avoid actions that adversely affect the development prospects of poor countries. The UNU-WIDER policy brief “Enhancing Development through Policy Coherence” asserts that the completion of pending international commitments is fundamental, while monitoring and evaluation for policy coherence remain a challenge.

Foreign Aid for Development
In the UNU-WIDER book Foreign Aid for Development: Issues, Challenges, and the New Agenda (Mavrotas, ed.; Oxford University Press), leading aid experts review the progress so far, identify the challenges ahead, and discuss the emerging policy agenda in foreign aid. A central conclusion is that, since development aid remains crucial for many developing countries, a huge effort by both donors and aid recipients is needed to overcome inefficiencies and make aid work better for poor people.

Globalization and Poverty
The UNU-WIDER book The Poor under Globalization in Asia, Latin America, and Africa (Nissanke and Thorbecke, eds.; Oxford University Press) presents thirteen studies (selected from three regional conferences organized by UNU-WIDER) that illustrate the differential effects of globalization on growth, inequality and poverty. These case studies, which range from broad macroeconomic regional and country analyses to micro-oriented village studies, clearly illustrate that the impact of globalization on poverty is extremely context-specific. The UNU-WIDER policy brief “Linking Globalization to Poverty in Asia, Latin America and Africa” similarly notes that the impact of globalization on poverty reduction has been uneven; while Asia has been a beneficiary, Latin America and sub-Saharan Africa have seen little benefit.

Graphic Facilitation of Workshops
In June, UNU-EHS, Germanwatch and the China Civil Climate Action Network organized a Europe–China Climate Change Roundtable at the UN Campus during the week of climate talks in Bonn. UNU-ViE supported the preparation of the workshop and facilitated the meeting by using graphic planning tools to capture, structure, synthesize and prioritize information discussed in the workshop in a visual format. UNU-ViE also provided graphic facilitation support for a three-day workshop on Ecosystems, Livelihoods and Disaster Risk Reduction in September at the UN Campus in Bonn, organized with other UN agencies.
The Health Risk of Arsenicosis
The project Health Risk and Health Care Cost Assessment of Arsenicosis in Cambodia is a joint effort by UNU-IIGH, the UNU and Gwangju Institute of Science and Technology (Republic of Korea) joint programme, Hong Kong Baptist University and Universiti Kebangsaan Malaysia. The research involves sampling water, food, hair and nails for arsenic; undertaking a health survey and clinical assessment; and assessing the economic burden of arsenicosis (arsenic poisoning). The research activities (except for food sampling) were completed in 2010, and the data is being analysed. One article has been published, and a project workshop was held in December.

Satoyama and Satoumi Assessment
During the 14th meeting of the Subsidiary Body on Scientific, Technical and Technological Advice and the Third Meeting of the Working Group on the Review of the Implementation, held at the UNEP Headquarters in Kenya in May, UNU-IAS organized three side events to explain its International Satoyama Initiative. UNU-IAS also organized a symposium in May on “Sub-global Assessment of Satoyama and Satoumi in Japan”, in cooperation with the Japan Ministry of the Environment and with support from the Global Environment Outreach Centre, to present the findings of the Japan Assessment.

Japan-CARICOM Public Symposium
The topic of this event, held in September at UNU Headquarters in Tokyo, was “Climate Change and Biodiversity”. The symposium, co-organized by UN University, the Ministry of Foreign Affairs of Japan and the Inter-American Development Bank, featured presentations by several foreign ministers from the Caribbean Community (CARICOM) as well as Japanese academics and experts.

Responding to the Triple Crisis
UNU-WIDER organized a session on “Responding to the Triple Crisis: Entrepreneurship, Innovation and Structural Change” at the annual Bank Conference on Development Economics, held in May in Stockholm. The focus was on how to deal with the simultaneous combination of global financial turmoil, unchecked climate change, and hunger exacerbated by higher global food prices and a lack of alternative energy sources.

Our World 2.0
The Our World 2.0 web-based magazine, by the UNU Media Centre, is the UN’s leading environmental web magazine and part of the Guardian Environment Network. It features bilingual (English and Japanese) articles and video briefs on some of the significant global challenges of our times: climate change, food security, peak oil and biodiversity.

South–South Integration
UNU-WIDER and UNU-CRIS jointly organized a session on “South-South Integration in a North-South Context” at the annual Global Development Network Conference on “Regional and Global Integration: Quo Vadis?”, held in January in the Czech Republic.
Southern Engines of Global Growth
This UNU-WIDER project published two books (Santos-Paulino and Wan, eds.; Oxford University Press) and a UNU policy brief in 2010. Southern Engines of Global Growth examines how Brazil, China, India and South Africa are reshaping the world economy, while The Rise of China and India: Impacts, Prospects and Implications explores the foundations of China and India’s development experiences and strategies. Both books discuss the potential lessons for the developing world. The policy brief “The Global Impact of the Southern Engines of Growth” identifies both positive and negative impacts, and explores the implications for international governance and national foreign policies (with a special emphasis on China).

UNU Global Seminar
The Republic of Korea Session of this six-day seminar, held in July, focused on the theme “Climate Change: Social and Ethical Dimensions”.

World Atlas of Mangroves
The second edition of the World Atlas of Mangroves, published by the International Society for Mangrove Ecosystems in collaboration with UNU-INWEH and other UN entities, aims to promote the conservation, restoration and sustainable use of resource-rich mangrove ecosystems.
To compete in today’s globalized, fast-moving world, the capability to develop and utilize innovation systems that facilitate scientific research and technological advancement is essential. But an enduring gap between the capabilities of developed and developing countries puts the latter at a substantial competitive disadvantage. The dilemma for developing countries is not whether they can afford to devote their limited financial resources to build up their capacity for scientific and technological innovation; it is what types of capacity are most required, and how they can be most effectively achieved.

Many scientific and technological advances, however, have negative as well as positive societal implications. The UN University’s work in this thematic cluster focuses on the social and ethical impacts of scientific and technological innovations, and on their broad societal impacts. A particular aim is to help developing nations determine what is feasible, and most needed, within constraints that they face, and how to achieve their aims with the least negative impact.
Research and Study

Analysis of the Evolution of the Costs of Research
This UNU-MERIT project analyses the reasons, interdependencies and dynamics of the development of research costs in different disciplines (of science and technology) and organizations, such as public research organizations and private companies. The focus is on the trends, drivers and impacts of research costs, both in Europe and in selected non-European countries.

Co-ordination of Research between Europe and China (CO-REACH)
Within the multilateral CO-REACH research effort, UNU-MERIT is providing a substantial cross-country comparison on employment and innovation between China, France, Germany and the Netherlands. In August, a CO-REACH project seminar and adjoining summer school were organized in China by UNU-MERIT and Renmin University.

Dialogue on Science for Sustainability (D4S)
UNU-ViE is an implementation partner in the D4S, an international dialogue initiative of the German Federal Ministry of Education and Research (BMBF). The initiative, which aims to advance the global research agenda and generate sustainable solutions to global challenges, represents a series of structured bilateral science policy dialogues (under the title “Sustainable Solutions – Science for Sustainability”) on sustainability-related subjects between Germany and key emerging economies. In this framework, UNU-ViE also supports the Green Talents Competition of BMBF, which recognizes the achievements of outstanding young scientists from around the world in the field of sustainability research.

The Regional Impact of Technological Change in 2020
This UNU-MERIT study aims to improve our understanding of the relationship between the shift towards a knowledge-based economy and regional disparities in income and knowledge potential in Europe. The focus is on what the situation might be 10 years from now, and what are the policy implications for today.

Teaching and Capacity Development

Building African Capacity in STI Indicators
UNU-MERIT coordinated a three-day training workshop for participants of three case
study teams associated with the UNU project in capacity building in areas related to science, technology and innovation (STI) and relevant indicators. The workshop was held in September in South Africa.

**Design and Evaluation of Innovation Policy in Developing Countries (DEIP)**
This week-long training programme was jointly organized in September–October in Senegal by UNU-MERIT and the Consortium pour la Recherche Economique et Sociale. The aim was to contribute to capacity building for developing and assessing the policy impact of innovation and technological development in the Senegalese context.

**Geothermal M.Sc. and Ph.D. Training**
UNU-GTP Fellows who qualify for a postgraduate degree in geothermal science and engineering can apply for a UNU-GTP Fellowship (funded by the Government of Iceland) for M.Sc. studies at the University of Iceland. The six-month UNU-GTP course fulfils 25 per cent of the M.Sc. programme credit requirements.

**Geothermal Training Short Courses**
As a contribution towards the Millennium Development Goals, the Government of Iceland funds workshops and short courses in geothermal development, administered by UNU-GTP, in China and selected countries in Africa and Central America. UNU-GTP organized a short course on “Exploration for Geothermal Resources” in Kenya in October-November, in collaboration with the Geothermal Development Company (Kenya) and Kenya Electricity Generating Company. In addition, based on an urgent need for training in countries seeking to fast-track geothermal development, UNU-GTP develops externally financed geothermal training courses. In 2010, four customer-designed short courses were organized: “Geothermal Drilling” (January-February) and “Geothermal Scaling and Corrosion” (April) in Indonesia, both in cooperation with Iceland GeoSurvey, and “Specialized Training in the Fields of Geothermal Geology, Geochemistry and Geophysics” (May-June) and “Geoscientific Exploration for Geothermal Resources” (September-January) in Kenya.

**The Power of Collaborative Learning**
UNU-VIE organized a workshop on this topic in one of the parallel session on technology-enhanced learning at IST-Africa 2010, which was held in May in South Africa, hosted by the Government of South Africa and supported by the European Commission. The workshop brought together educationalists from throughout Africa to explore online professional development opportunities.
UNU Geothermal Training Programme
The annual six-month (April-October) session of UNU-GTP in Iceland provides participants with background knowledge on geothermal energy resources and technology, and explores the interrelationships between various disciplines in geothermal development projects, from initial exploration to implementation and utilization.

Knowledge Sharing and Transfer

Green Technologies
A two-day symposium on “Science, Technology and Innovation for Sustainable Development”, held at UNU-IAS in June, focused on emerging green technologies and related policy regimes. Discussions explored capacity building, technology transfer and regional cooperation for a sustainable future.

Micro Evidence on Innovation and Development (MEIDE)
The fourth annual MEIDE conference, “Micro-Based Evidence Research on Innovation and Technological Change”, was held in Estonia in May. The conference was organized by UNU-MERIT and the University of Tartu.

OPAL Kick-Off Meeting
UNU is an associated partner and advisory expert in the Open Educational Quality (OPAL) Initiative started in January 2010 as a seven-organization partnership, funded by the European Commission. The aim is to promote open educational practices and the integration of open educational resources in university curriculums.

Solving the E-waste Problem (StEP) Initiative
The operating unit of UNU-ISP in Germany, SCYCLE (Sustainable Cycles), develops environmentally safe and just solutions for the sustainable handling of e-waste as part of the StEP initiative. With prominent members from industry, government, international organizations, NGOs and academia, StEP offers an impartial global platform for developing sustainable solutions for e-waste management, reducing environmental and health risks, and increasing resource recovery worldwide. The StEP initiative conducts more than a dozen projects around the world. SCYCLE organized the 2nd NVMP-StEP E-waste Summer School and co-published, with UNEP, the report “From E-waste to Resources”.

Technological Change
The UNU-MERIT report “The Regional Impact of Technological Change in 2020” highlights the great diversity in development pathways and trajectories of innovation and technological change across European regions.

UN Bonn Knowledge Management Initiative
In June, UNU-ViE launched an informal UN Bonn Knowledge Management Initiative. The initiative provides a forum to (i) share and discuss the different approaches to knowledge management and knowledge sharing within the UN agencies in Bonn, (ii) exchange information on ongoing projects and raise awareness at an institutional and interagency level, and (iii) stimulate further exchange and collaboration on knowledge management-related activities.
UNU-GTP Annual Lectures
In August and September, Dr. Roland Horne (Stanford University, USA) gave a series of lectures on “Reservoir Engineering and Well Testing” in Reykjavik.

Urban Biodiversity
The UNU-IAS policy report “Governance, Cities and Biodiversity: Perspectives and Challenges of the Implementation of the CBD at the City Level” was launched at the Convention on Biological Diversity (CBD) 10th meeting of the Conference of the Parties in Nagoya in October. A UNU-IAS and UNU Media Studio video documentary on the four seasons of biodiversity in Kanazawa, commissioned by the Kanazawa City Government, was screened in December at the closing ceremony of the International Year of Biodiversity.

World Geothermal Congress
A total of 114 former UNU-GTP Fellows participated in the quintennial World Geothermal Congress, held in Indonesia in April; 139 UNU-GTP Fellows from 31 countries were authors or co-authors of 199 refereed papers (some 19 per cent of the total) accepted for the 2010 Proceedings.
2010 Institutional Highlights

JANUARY

CANADA
UNU-INWEH Director Takes up Role as UN-Water Chair
On 1 January, UNU-INWEH Director Zafar Adeel assumed the post of Chair of UN-Water, comprising 28 United Nations organizations, entities and agencies, for a two-year term (through January 2012).

GERMANY
UNU-ISP Launches European Operating Unit
UNU-ISP’s operating unit in Germany, SCYCLE (Sustainable Cycles), became operational on 1 January. As part of the StEP (Solving the E-waste Problem) Initiative, SCYCLE develops environmentally safe and just solutions for the sustainable handling of e-waste. The activities of the former UNU Zero Emissions Forum European Focal Point are integrated into its framework.

GERMANY
Duraiappah Named IHDP Executive Director
In January, Dr. Anantha Duraiappah, former Chief of the Ecosystem Services and Economics Unit, UNEP, took up the role of the Executive Director of the International Human Dimensions Programme on Global Environmental Change (IHDP).

FRANCE
UNU Conference of Directors Meets in Paris
On 12–14 April, the UN University Conference of Directors convened its 39th session at UNESCO in Paris.

MAY

JAPAN
UNITWIN Agreement Signed
On 5 May, the UN University signed an agreement with UNESCO and the Network of Africa-Asia University Dialogue for Educational Development (Hiroshima University) concerning the establishment of a UNITWIN Cooperation Programme for Educational Development.

FINLAND
UNU-WIDER Turns 25
On 13–15 May, UNU-WIDER held a three-day Anniversary Conference to celebrate its 25 years of operation as a UN University research and training centre.
14 New Members Join UNU Council
In September, the Office of the Rector officially announced the appointment of 14 new members to the governing Council of United Nations University. The new appointees, who replace members retiring from the Council in 2010, will serve six-year terms (through 2016).

JULY

FINLAND
Bureau of UNU Council Meets in Helsinki
On 16–17 July, the Bureau of the Council of the United Nations University, which acts as the executive committee of the Council, held its annual mid-year session at UNU-WIDER in Helsinki.

SEPTEMBER

JAPAN
UNU-ISP Launches Postgraduate Degree Programme
In mid-September, UNU-ISP initiated its new Master of Science in Sustainability, Development, and Peace degree programme by welcoming a first cohort of five students.

GHANA
Ayuk Appointed as UNU-INRA Director
Effective 15 October, Dr. Elias Takor Ayuk of Cameroon took up the post of Director of the UNU Institute for Natural Resources in Africa (UNU-INRA).

NEW YORK
Abu-Khadra Appointed Director of Development
In June, following a decision by the Rector to establish a UN University Development Office as part of the Rectorate, Luna Abu-Khadra took up the post of Director of Development. This new office, collocated with UNU-ONY in New York, will focus on fund-raising, cooperation and partnerships.
GERMANY

UNU-FLORES Scoping Workshop Held, MoU Signed
On 11–12 November, a workshop was organized to solidify the scope and mission of the envisaged new UNU Institute for Integrated Management of Material Fluxes and of Resources (UNU-FLORES). On 25 November, a Memorandum of Understanding (MoU) was signed by the UN University, the Federal Ministry for Education and Research of Germany, the Free State of Saxony and the Technische Universität Dresden. The focus of the new Institute, which is expected to become operational in 2012 in Dresden, will be on the sustainable management of resources such as water, soil and waste.

BELGIUM

New UNESCO-UNU Chair Established
On 26 November, UNU and UNESCO signed an agreement to establish the UNESCO-UNU Chair on Regional Integration, Migration and Free Movement of People. The new UNESCO-UNU Chair, to be located at UNU-CRIS in Bruges, will work in close cooperation with the University of Pretoria, South Africa.

JAPAN

UNU Conference of Directors Meets in Tokyo
On 27 November, the UN University Conference of Directors convened its 40th session at UN University Headquarters in Tokyo.

JAPAN

UNU Council Meets in Tokyo
From 29 November – 2 December, the Council of the United Nations University convened its 57th session at UN University Headquarters in Tokyo.

This was a transition year for the Council, with 14 new members replacing Council members whose six-year terms ended earlier in the year.

Key items placed before the Council for its consideration included adoption of the UNU Strategic Plan 2011–2014, the UNU quality assurance policy and manual, and the UNU postgraduate programme and awards statute. The Council was briefed on developments regarding the establishment of the UNU International Institute for the Alliance of Civilizations in Barcelona, Spain, and the UNU Institute for Integrated Management of Material Fluxes and of Resources in Dresden, Germany, and on progress regarding the UNU’s postgraduate programmes as well as the twin institutes initiative. Other items presented to the Council included the Rector’s annual statement on the state of the University and presentations by the directors of selected UNU institutes and programmes.

The Council deliberated on a range of issues relating to the financial management of the University, including the financial overview, performance of the UNU Endowment Fund and fund-raising efforts.

MEXICO

UNU Delegation Attends COP16
A UN University delegation attended the COP16 climate change conference, held from 29 November – 10 December in Cancun. The University’s participation included taking part in several official side events, maintaining an information booth, and disseminating a variety of relevant UNU publications to delegates and other attendees.
FINANCING

The overall budget of the UN University in 2010 was US$52.4 million (half of the approved 2010–2011 biennial budget of US$104.8 million).

The UN University receives no funds from the regular United Nations budget; it is financed entirely by investment income derived from its endowment fund and by voluntary contributions from governments (mainly the host governments of the University’s institutes) and from agencies, international organizations, foundations and other sources. The 2010–2011 UN University budget is financed approximately 67 per cent by core income (including endowment fund income and operating contributions) and 33 per cent by specific programme contributions.

In 2010, the first year of the biennium, the UN University received US$36.9 million in contributions from 21 governments and more than 100 other sources. In addition, the work of the University benefited from counterpart and other support, such as cost-sharing, as well as “extra-budgetary” contributions for academic activities that were paid directly to cooperating institutions.

STAFFING

As of year-end 2010, the global UN University system had a personnel component of 576, of whom 206 (36 per cent) were developing country nationals. UN University staff included nationals of some 76 countries. By gender, UNU staff comprised 322 men and 254 women.
Institutional Priorities

The work of the United Nations University focuses on issues and problems of global relevance (or of regional relevance for a global issue) that are of concern to the United Nations and its Member States. In its unique role as an autonomous research and teaching institution within the United Nations system, the UN University undertakes a wide range of knowledge generation, knowledge application and management, and knowledge transfer and sharing activities — typically through networking and collaboration with world-leading external partners.

UN University research and study projects take an interdisciplinary, holistic approach that bridges the division between the natural/physical sciences and the social sciences/humanities, with the aim of achieving a thorough understanding of today’s complex, inter-linked problems. In its teaching and capacity development, the UN University seeks not only to train individuals but to foster group and institutional capabilities to generate new, useful knowledge. The ultimate goal of the UN University is to get relevant, practical information, in a timely manner and useful form, to the people who need it most and can best utilize it.

For 2010, within the framework set out in the United Nations University Strategic Plan 2009–2012, the Office of the Rector designated five strategic priority initiatives for the UN University system: postgraduate programmes, twin institutes, quality assurance, communications and fund-raising.

UN University Postgraduate Programmes Initiative

An important challenge for higher education is how to assimilate knowledge from across diverse disciplines into an integrated, comprehensive approach that ensures the “answer” developed by one discipline does not represent a new “problem” when viewed from a different dimension. The UN University, with its systems-oriented perspective and global reach, is uniquely positioned to confront this challenge.

At its December 2008 session, the UN University Council gave its approval to proceed with development of UN University master’s and Ph.D. degree programmes in areas of demonstrated academic competence, and at its December 2009 session the Council endorsed the efforts to date. Also in December 2009, the United Nations General Assembly adopted a resolution that amended the UN University Charter to explicitly authorize the University to award postgraduate degrees.

With a presence in more than a dozen countries worldwide, the UN University faces a significant challenge in developing regulations and institutional structures
that are flexible enough to accommodate a diversity of partner universities, local cultures and norms while remaining robust enough to ensure a standard measure of quality, branding and impact.

Work on the postgraduate programme initiative proceeded at a good pace in 2010, with development of a University Postgraduate Programme and Awards Statute. This statute establishes a legislative framework as well as relevant regulations and policies, and the required institutional support structures. Templates have been developed for (i) stand-alone UNU institute master's degree programmes, (ii) inter-institute (intra-UNU) master's degree programmes and (iii) joint- or double-degree master’s programmes in cooperation with other universities.

In the first quarter of the year, three proposed UNU postgraduate programmes were vetted by the Rectorate, with two receiving conditional approval.

In September, UNU-ISP launched a Master of Science in Sustainability, Development, and Peace programme with five students (selected from 84 applicants). This postgraduate programme — which addresses pressing global issues of sustainability, climate change, development, peacebuilding and human rights through an innovative transdisciplinary approach that integrates the natural sciences, social sciences and humanities — is practically oriented and user-focused. A major achievement during the year was recognition of the UNU degree programmes by the Japan Ministry of Education, Culture, Sports, Science and Technology as being equivalent to Japanese university programmes. The ministry thus gave approval for the transfer of credits and for the offering of double degrees.

Also in September, UNU-MERIT welcomed eight new students to its Ph.D. programme in Economics and Policy Studies of Technical Change. Discussions are ongoing between UNU-MERIT and Maastricht University on other types of postgraduate training.

Other UN University institutes continued to work on developing their own postgraduate degree programmes. The status as of year-end is:

- **UNU-CRIS** is in discussions with possible partners in Belgium, China and Germany on establishing joint master’s degree programmes in the field of global and regional governance.
- **UNU-EHS** is seeking to develop a joint master’s degree programme on Geography of Environmental Risks and Human Security with the Department of Geography, University of Bonn, to launch in the fall semester of 2011.
- **UNU-FNP** is exploring the possibility of UNU/Cornell joint postgraduate degree programmes in International Nutrition and Policy.
- **UNU-IAS** had its “proof of concept” approved and is preparing a proposal for an M.Sc. programme in International Environmental Governance, with a specialization in Biodiversity Governance, to be offered in Yokohama. It also is developing a proposal for an International Master’s in Public Policy for Sustainable Development, to be run in Yokohama and New York.
- **UNU-IIGH** is involved in four postgraduate degree programmes focusing on global health as joint initiatives with Universiti Kebangsaan Malaysia and other partner institutions; these, however, have not yet been vetted as UN University postgraduate degree programmes.
- **UNU-IIST** is working to transition an existing collaborative Ph.D. programme in Computer Science with the University of Pisa into a dual-degree programme in ICT for Sustainable Development; the Institute is also exploring an executive-level
Master’s Degree Programme in E-Governance with partner universities.

- UNU-WIDER launched a new initiative on developing teaching materials in Development Economics as part of UNU-WIDER–African Economic Research Consortium cooperation. UNU-WIDER also is consulting with the Helsinki Center of Economic Research regarding participation in the “Joint Finnish M.Sc. in Economics”.

Twin Institutes Initiative

As a strategic step towards strengthening the UN University’s presence in developing countries and countries in transition, and intensifying research and teaching interaction between developed and developing countries, in December 2007 UNU Rector Osterwalder proposed the concept of “twinning”, whereby each UNU institute would adopt a “twin institutes” structure.

The “twin institutes” context prescribes that each UNU institute will have two (or, in exceptional cases, up to four) separate locations: one in a developed country and the other in a developing country. Each location (“twinning partner”) will have its own researchers, teachers and students, but the locations will implement a shared research and teaching agenda and devote more than half of their time to joint projects. Since the reputation and scientific quality of the twinning partner in the developing country ultimately will be equal to that of the twinning partner in the developed country, it is anticipated that this will help to prevent “brain drain”.

The basic funding of the developed country twinning partner will be covered by the host country. The developing host country, on the other hand, will be expected to fund at least 30 per cent of the cost of its twinning partner, with the remaining financial resources coming from joint research and teaching projects supported by funding agencies or other donors.

It was determined that the most practical approach is to enable the developing country twinning partner to operate initially as an affiliated programme. Over time, this affiliated developing country programme would gradually be transformed into a full-fledged twin of the developed country UN University institute.

To date, the UN University has authorized three twinning partner arrangements (legal agreements are pending in all three cases):
- In July 2009, UNU-MERIT signed a memorandum of understanding (MoU) designating Renmin University in Beijing, China, as a twinning partner, and in October 2009 signed an MoU designating the Consortium pour la Recherche Economique et Sociale (CRES) in Dakar, Senegal, as a second twinning partner.
- In January 2010, UNU-CRIS established the Tsinghua Institute of Comparative Regional Integration Studies (Tsinghua-CRIS) at Tsinghua University in Beijing, China, as a twinning partner.

Other UNU institutes are making progress in identifying or building up twinning partner candidates. As of 2010 year-end:
- UNU-BIOLAC was at a very preliminary stage of discussions with entities in Italy and Japan.
- UNU-EHS was in discussions with possible twinning partner candidates in Indonesia and Namibia.
- UNU-IAS was considering a proposal to establish a twin institute in Brazil.
• UNU-INRA and UNU-ISP were in the process of establishing a twinning relationship, and had already initiated several joint projects.
• UNU-IIST was exploring potential twinning opportunities in the USA, South Africa and Portugal.
• UNU-INWEH was following up on a possible twinning opportunity with a university in Egypt.
• UNU-WIDER was exploring the potential for twinning with one of two potential partners in Ghana.

Quality Assurance Initiative

A draft “United Nations University Statute on Quality Assurance” document was tabled at the mid-year meeting of the Bureau of the UN University Council. The aim of the University’s quality assurance framework is to enhance the effectiveness of its core activities of research and teaching as well as the experiences it provides to its students and the effectiveness of its knowledge-sharing and outreach activities and its administrative functions. The framework addresses all areas of activity, focusing on their contribution to and alignment with the UN University Charter and strategic plans.

During the latter half of the year, the Office of the Rector developed a modular system to guide quality assurance throughout the UN University system. These modules were encapsulated in a “UN University Quality Assurance Handbook” tabled at the 2010 session of the UN University Council. The modules related to specific tools used to assess the different activities and structures within the UN University system are:
• student evaluation/survey of UN University teaching;
• UN University graduates survey/evaluation;
• self-studies by UN University institutes and programmes;
• external peer evaluations;
• UN University personnel performance appraisal system; and
• accreditation of UN University institutes and programmes.

At its 57th session in December 2010, the UN University Council adopted a UNU Quality Assurance Policy to guide efforts in this important area.

Communications Initiative

Throughout the year, the Office of the Rector consulted with UNU Centre communications staff with a view to developing an overall plan for enhancing UN University’s internal and external communications. The process included the drafting of documents on “Next Steps Towards Developing a UNU Communications Strategy” and “Articulating the UNU’s Core Messages”. In early 2011, these documents will be updated and submitted for final approval by the UN University Executive Committee.

Based on a review of UN University communications needs and resources, a decision was taken to integrate two UNU Centre communications-related units: the UNU Media Studio and the UNU Office of Communications. In November, the initial steps were taken to merge these two units into a consolidated UNU Media Centre. The
The first major project of the UNU Media Centre is a ground-up renovation and redesign of the main UN University website, slated for launch at the end of first-quarter 2011.

**Fund-raising Initiative**

In November, a new unit was created at the UN University seat in New York: the UNU Development Office. This unit will be responsible for mobilizing large-size contributions and grants from foundations, the private sector and other entities.

Priorities in fund-raising will be to endow a scholarship programme to assist promising students from developing countries to study in the UN University postgraduate programmes, and to strengthen the financial situation of selected UN University institutes in developing countries.
The Structure of the UN University

The United Nations University encompasses research and training institutes and programmes located in 12 countries around the world. The global UN University system is led by UNU Centre, which encompasses a headquarters unit in Tokyo and administrative services outposts in Bonn, Kuala Lumpur, New York and Paris. The Rector serves as the chief academic and administrative officer of the University, while the Council of the UN University acts as the governing board.

UN University Academic Units

The academic work of the United Nations University is carried out by a worldwide system of research and training institutes and programmes. The following were operational as of year-end 2010.

INSTITUTES

UNU-CRIS — The UNU Institute on Comparative Regional Integration Studies (Bruges, Belgium) specializes in the processes and consequences of regional integration and cooperation. The Institute acts as a resource for the UN system, with particular links to the UN bodies dealing with regional integration, and works in partnership with initiatives and centres throughout the world that are concerned with issues of integration and cooperation.

UNU-EHS — The UNU Institute for Environment and Human Security (Bonn, Germany) explores problems and promotes solutions related to the environmental dimension of human security. The Institute aims at academic excellence in two broad thematic areas: (i) vulnerability assessment, resilience analysis, risk management and adaptation strategies within linked human-environment systems and (ii) internal displacement and transboundary migration due to environmental push-factors.

UNU-IAS — The UNU Institute of Advanced Studies (Yokohama, Japan) seeks to advance knowledge and promote learning for policy making to meet the challenges of environmentally sustainable development. The research programmes in the Institute analyse local, regional and global environmental issues from inter- and multi-disciplinary perspectives, bringing together the natural, social and life sciences.

UNU-IIGH — The UNU International Institute for Global Health (Kuala Lumpur, Malaysia) undertakes research, capacity development and dissemination of knowledge related to key issues of human health. The aim is to contribute to the development and strengthening of health services policy frameworks and management
actions, particularly for people in developing countries, and to support implementation of promotive and preventive approaches to human health.

UNU-IIST — The UNU International Institute for Software Technology (Macao, China) aims to further the development and application of information and communication technologies to address the pressing global challenges of sustainable development.

UNU-INRA — The UNU Institute for Natural Resources in Africa (Accra, Ghana) supports the enhancement of African capacity by strengthening national institutions to promote sustainable use of the continent’s natural resources for development. The aim is to help African scientists, technologists and institutions acquire capabilities to generate, adapt and apply knowledge and technology to promote the more efficient utilization of natural resources for self-reliant development.

UNU-INWEH — The UNU Institute for Water, Environment and Health (Hamilton, Ontario, Canada) acts as the “UNU Think-Tank on Water”. The three core functions of UNU-INWEH are to: (i) help developing countries meet the Millennium Development Goals through capacity development; (ii) facilitate global knowledge enhancement and networking to address the global water crisis; and (iii) foster better approaches to water management and governance through applied research.

UNU-ISP — The UNU Institute for Sustainability and Peace (Tokyo, Japan) seeks to achieve and promote a better understanding of three of the most pressing issues on the UN agenda: global change, peace and security, and development. UNU-ISP takes an innovative approach to sustainability, bridging these cross-cutting themes through research, educational and collaborative initiatives with the aim of solving current problems and anticipating future challenges.

UNU-MERIT — The UNU Maastricht Economic and Social Research Institute on Innovation and Technology (Maastricht, Netherlands) provides insights into the social, political and economic factors that drive technological change and innovation. The Institute’s programmes address a broad range of policy questions relating to the national and international governance of science, technology and innovation, with a particular focus on knowledge creation, diffusion and access.

UNU-WIDER — The UNU World Institute for Development Economics Research (Helsinki, Finland) undertakes multidisciplinary research and policy analysis on structural changes affecting the living conditions of the world’s poorest people; provides a forum for professional interaction and the advocacy of policies leading to robust, equitable and environmentally sustainable growth; and promotes capacity strengthening and training in the field of economic and social policy-making.

PROGRAMMES

UNU-BIOLAC — The UNU Programme for Biotechnology in Latin America and the Caribbean (Caracas, Venezuela) focuses on capacity development, emphasizing hands-on training and continuous education. The objective is to make sure that biotechnology applications do not negatively impact the environment, and that they ensure respect for human and animal rights.
UNU-FNP — The UNU Food and Nutrition Programme for Human and Social Development (Ithaca, New York, USA) is dedicated to improving lives by generating new knowledge, providing access to current food and nutrition information within institutions, and helping individual nutrition professionals and practitioners to apply that knowledge at a grassroots level.

UNU-FTP, UNU-GTP and UNU-LRT (Reykjavik, Iceland) — The UNU Fisheries Training Programme contributes to capacity building in developing countries where fisheries are of national or provincial importance. The UNU Geothermal Training Programme assists developing countries with significant geothermal potential to establish groups of specialists in geothermal exploration and development by providing specialized training opportunities. The UNU Land Restoration Training Programme, officially established in February 2010, seeks to help developing countries in their fight against land degradation, soil erosion, unsustainable land use and desertification, and in their attempts to restore degraded land.

UN University Academic and Administrative Services Units

UN University Centre – Tokyo (Japan) serves as the programming, planning and administrative headquarters unit of the University. It comprises the Office of the Rector (including two Vice Rectorates) and several administrative and academic services units that support the work of the global UN University system.

• The Office of the Rector supports the Rector (who is the Chief Academic and Administrative Officer of the University) in all his tasks; assists in executive management and coordination of the UN University system; and plays an overall supporting role for governance and policy development.

• The Administration and Finance Services unit provides overall support for the University's activities.

• The Campus Computing Centre manages the University’s information and communication technology resources and network infrastructure.

• The Library, Archives & Registry unit manages library services, information resources and archives, and the registry.

• The Media Centre provides services relating to website development/content management, editing, design and production, and branding; helps to develop open educational resources and e-learning applications; creates video documentaries/digital stories; and coordinates media and public relations.

• UNU Press acts as the University's scholarly book publishing arm.

UNU Centre – Kuala Lumpur (Malaysia) assists UN University Centre – Tokyo as an adjunct administrative services unit.

The UNU Vice-Rectorate in Europe (UNU-ViE; Bonn, Germany) supports the Office of the Rector in the development, management and co-ordination of UN University activities, particularly in Europe, Africa and the Commonwealth of Independent States. Moreover, UNU-ViE hosts the international secretariat of the International Human Dimensions Programme on Global Environmental Change (IHDP) and the UN-Water Decade Programme on Capacity Development (UNW-DPC).
The **UNU Development Office** (New York, NY, USA) seeks to mobilize large-scale contributions and grants to support UNU programmes and activities.

The **UNU Office at the United Nations** (UNU-ONY, New York, NY, USA) provides a bridge between the UN University and the UN Secretariat, Permanent Missions, academia, foundations, NGOs and corporations, for policy engagement, project partnerships, academic and political linking, outreach and communication.

The **UNU Office at UNESCO** (Paris, France) serves as a bridge between UNESCO and its Permanent Delegations on the one hand, and the UN University and its institutes on the other, by monitoring the main activities of UNESCO in all fields that are of relevance to the UN University and by liaising with its various sectors.

**UN University Council**

The **Council of the UN University** is the governing board of the University; it formulates the principles and policies that govern the University's activities and operations, approves the work programme, and adopts the biennial budget. The Council is composed of 24 appointed members (who serve six-year terms), the UN University Rector, and three *ex-officio* members (the UN Secretary-General, the UNESCO Director-General and the UNITAR Executive Director).

**UN University Associated Institutions**

In many of its activities, the UN University is assisted by a network of designated UNU Associated Institutions. These are organizations that are implementing large, multi-year joint programmes with the UN University. Currently, 19 institutions are designated as UNU Associated Institutions by the UN University Council.
Partnerships in the United Nations System

Given the globalized context of the UN University agenda, networking is a critical foundation for much of the University’s work. The formal and informal cooperative relationships between the UN University and other UN organizations are of particular importance.

At the highest level, the UN University makes specific inputs into the work of the United Nations by having (through the Rector) input into meetings of the UN Chief Executive Board for Coordination (CEB) — where it, in turn, is alerted about pressing UN policy issues to which the University can contribute. The UN University also monitors and participates in relevant discussions and communications of the High-level Committee on Programme and the High-Level Committee on Management that support the work of the CEB.

At the programme level, in 2010 the UN University worked with the following UN system partners:

- Convention on Biological Diversity (CBD)
- Executive Office of the Secretary-General (UN-EOSG)
- Food and Agriculture Organization of the United Nations (FAO)
- Global Environment Facility (GEF)
- Intergovernmental Panel on Climate Change (IPCC)
- International Atomic Energy Agency (IAEA)
- International Labour Organization (ILO)
- International Monetary Fund (IMF)
- International Telecommunication Union (ITU)
- Office of the United Nations High Commissioner for Refugees (UNHCR)
- Peacebuilding Commission (PBC)
- Peacebuilding Support Office (PBSO)
- United Nations Children’s Fund (UNICEF)
- United Nations Conference on Trade and Development (UNCTAD)
- United Nations Convention to Combat Desertification (UNCCD)
- United Nations Department of Economic and Social Affairs (UN-DESA)
- United Nations Department of Political Affairs (UNDP)
- United Nations Department of Safety and Security (UNDSS)
- United Nations Development Programme (UNDP)
- United Nations Economic and Social Commission for Asia and the Pacific (ESCAP)
- United Nations Economic and Social Commission for Western Asia (UNESCWA)
- United Nations Economic and Social Council (ECOSOC)
- United Nations Economic Commission for Africa (UNECA)
- United Nations Economic Commission for Europe (UNECE)
- United Nations Economic Commission for Latin America and the Caribbean (UN-ECLAC)
- United Nations Department of Public Information
- United Nations Educational, Scientific and Cultural Organization (UNESCO)
- United Nations Environmental Programme (UNEP)
- United Nations Framework Convention on Climate Change (UNFCCC)
- United Nations Human Settlements Programme (UN-HABITAT)
- United Nations Industrial Development Organization (UNIDO)
- United Nations Information Centres (UNIC)
- United Nations Institute for Training and Research (UNITAR)
- United Nations International Strategy for Disaster Reduction (UNISDR)
- United Nations Office on Drugs and Crime (UNODC)
- United Nations Research Institute for Social Development (UNRISD)
- United Nations Secretariat
- United Nations Secretary General’s Special Advisor on the Responsibility to Protect
- UN-Water
- World Bank (WB)
- World Food Programme (WFP)
- World Health Organization (WHO)
- World Intellectual Property Organization (WIPO)
- World Meteorological Organization (WMO)
Contributions Received by the UN University

1 January – 31 December 2010

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<th>GOVERNMENTS</th>
<th>US Dollars</th>
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<td>Germany</td>
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<td>Japan</td>
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<td>Macao</td>
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<td>Sweden</td>
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<td>United Kingdom</td>
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Subtotal 28,341,047

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<th>OTHER CONTRIBUTORS</th>
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<tr>
<td>Academy of Sciences Malaysia</td>
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<tr>
<td>Akademie für Raumforschung und Landesplanung</td>
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<td>Asia-Pacific Network for Global Change Research (APN)</td>
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<td>Deutsches Zentrum für Luft-und Raumfahrt e.v. (DLR)</td>
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<td>Ehime University</td>
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<td>Ishikawa Prefecture</td>
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<td>Japan Convention Services, Inc.</td>
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<td>US Environmental Protection Agency</td>
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<td>Vereniging NVMP</td>
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<td>World Health Organization (WHO)</td>
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<td>Other donors (individual contributions of less than US$20,000)</td>
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Subtotal 8,566,610

Total 36,907,657

* In addition to these direct contributions, UNU benefits from a variety of indirect support. In 2010, major contributions not paid directly into the UNU account included US$2.7 million from the Government of Iceland to support the activities of UNU-FTP, UNU-GTP and UNU-LRT, and 967 thousand euros from the Flemish Government (Belgium) to support the activities of UNU-CRIS.*
Members of the UN University Council, 2010

Appointed Members

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Prof. Goolam Mohamedbhai (Mauritius), Former Secretary-General, Association of African Universities; former President, International Association of Universities
Prof. Dr. Francisco Komlavi Seddoh (Togo), Former Rector, University of Lomé, Togo; former Minister of Education and Scientific Research; former Director, Division of Higher Education, UNESCO
Prof. Gita Sen (India), Professor, Centre for Public Policy, Indian Institute of Management, Bangalore; Adjunct Professor at the Center for Population and International Health, Harvard University
Prof. Ivan Wilhelm (Czech Republic), Former Rector, Charles University, Prague
Prof. Dr. Margret Wintermantel (Germany), President, German Rectors’ Conference

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Prof. Jean-Pierre Bourguignon (France), Director, Institut des Hautes Etudes Scientifiques; Research Director, Centre National de la Recherche Scientifique
Dr. Rahma Bourgia (Morocco), President, Hassan II University - Mohammedia, Casablanca

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Prof. Lily Kong (Singapore), Vice President for University and Global Relations, Director of Asia Research Institute, National University of Singapore
Ms. Lydia Shouleva (Bulgaria), Former Member of the European Parliament; former Deputy Prime Minister and Minister of Economy
Prof. Mala Singh (South Africa), Professor of International Higher Education Policy, Centre for Higher Education Research and Information, The Open University, UK

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Dr. Gloria Cristina Flórez (Peru), Professor, Facultad de Ciencias Sociales, Universidad Nacional Mayor de San Marcos, Lima
Dr. Eduardo Carrega Marçal Grilo (Portugal), Trustee, Gulbenkian Foundation; former Minister of Education of Portugal
Mr. Ji Fusheng (China), Independent Consultant; former Director General, Department of High Technology and Fundamental Research of China; former Counselor, Permanent Mission of the People’s Republic of China to the United Nations

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Prof. Dr. Andrei Marga (Romania), President, Academic Council of Babes-Bolyai University; and former Rector, Babes-Bolyai University

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Dr. David Ward (United States), Consultant, American Council on Education; former Chancellor, University of Wisconsin-Madison

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UNU Rector

Prof. Dr. Konrad Osterwalder (Switzerland)

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Director, UNU Office at United Nations, New York

Prof. Dr. Luk Van Langenhove

Representative of the Rector at UNESCO, Paris

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Director, UNU-INWEH

Dr. Hafdis Hanna Aegisdottir

Programme Director, UNU-LRT

Dr. Elias Ayuk

Director, UNU-INRA

Dr. Ingvar Birgir Fridleifsson

Programme Director, UNU-GTP

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Director, UNU-IIST

Prof. Dr. Luk Van Langenhove

Director, UNU-CRIS

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Director, UNU-IAS

Dr. José Luis Ramirez

Programme Coordinator, UNU-BIOLAC

Dr. Jakob Rhyner

Director, UNU-EHS

Dr. Mohamed Salleh Mohamed Yasin

Director, UNU-IIGH

Prof. Luc Soete

Director, UNU-MERIT

Dr. Patrick Stover

Programme Coordinator, UNU-FNP

Prof. Finn Tarp

Director, UNU-WIDER

Prof. Kazuhiko Takeuchi

Director, UNU-ISP

Dr. Tumi Tomasson

Programme Director, UNU-FTP

Senior Officers of the UN University

(as of year-end 2010)

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Rector

Prof. Govindan Parayil

Vice-Rector

Dr. Jakob Rhyner

Vice-Rector in Europe

Prof. Kazuhiko Takeuchi

Vice-Rector

Ms. Luna Abu-Khadra

Director, UNU Development Office

Dr. François d’Artagnan

Director of Administration

Mr. Max Bond

Executive Officer, Office of the Rector