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On the cover:
*Thingvellir, Iceland* — This geodesic dome protects a geothermal well. Super-heated steam from the well is routed to the Nesjavellir Geothermal Power Plant, where it is used to generate electricity and produce hot water.
Rector’s Message

Though the issue of energy production and consumption, and the corresponding problem of CO² production, has been on many people’s minds for several decades, we may well remember 2011 as the year when the world finally moved to truly focus on our collective energy challenge. It began with the adoption by the 65th session of the United Nations General Assembly of a resolution (A/RES/65/151) that designated 2012 as the International Year of Sustainable Energy for All. That resolution expressed concern that over three billion people in developing countries rely on traditional biomass for their cooking and heating, that half of that number live without electricity and that, even when energy services are available, millions of poor people are unable to pay for them.

These figures are staggering, and the nations of the world have decided to take affirmative action. The resultant initiative, which is being personally led by UN Secretary-General Ban Ki-moon, has the goal of catalysing action around three objectives, to be achieved by 2030:

• ensuring universal access to modern energy services,
• doubling the global rate of improvement in energy efficiency, and
• doubling the share of renewable energy in the global energy mix.

As the think tank and the academic arm for the United Nations, the UN University is committed to supporting this important initiative through policy advice, research, education and training activities.
Building on Our Legacy

From its inception, the UN University has been fully engaged in energy-related research and training. A quick glance at the University’s 1979 annual report shows that even then, we were working on solar and geothermal energy, with a particular focus on rural energy systems.

At that time, we launched the journal *Abstracts of Selected Solar Energy Technology* (ASSET), which was published for two decades before merging in 1999 with the *TERI Information Digest on Energy*, which (as the *TERI Information Digest on Energy and Environment*) continues today.

At about the same time (in 1978), the UN University organized its first workshop to look at training needs for the promotion of geothermal energy in developing countries. Interestingly, Iceland stepped forward as the host for this workshop.

Out of this workshop evolved the UN University’s flagship energy initiative: the UNU Geothermal Training Programme (UNU-GTP), based in Reykjavik, Iceland. UNU-GTP offers a six-month postgraduate training programme, as well as other training opportunities, aimed at enhancing capacities in developing countries with geothermal exploration and development potential.

In May 2011, the 33rd annual UNU-GTP training session was officially launched with 30 fellows (from Bangladesh, China, Costa Rica, El Salvador, Honduras, Indonesia, Iran, Kenya, Morocco, Mexico, Mongolia, Nicaragua, Rwanda, Sri Lanka, Tanzania and Uganda). On graduation, their names were added to the list of 452 fellows who successfully completed the programme between 1979 and 2010.

When I visited Iceland in November 2011, I had the opportunity to meet some of the UNU-GTP fellows. I was happy when I realized that a large proportion of them, after graduation, go back to their home countries and are employed by power generation companies.

A good example is the work that UNU-GTP graduates are doing in Kenya, which ranks 11th in the world in terms of the proportion of energy produced from geothermal sources — accounting for 11.2% of national electricity production. As in many other countries in Africa, only a small percentage (approx. 5%) of the Kenyan rural population has access to electricity. Tapping the geothermal energy potential of Kenya is one way to provide electricity for more people and help to realize the national vision to industrialize the country by 2030. To achieve this vision, it is estimated that geothermal energy must grow to meet at least 30% of Kenya’s electricity needs.

The UN University has made a real contribution to helping Kenya achieve this goal. A total of 62 Kenyan professionals have so far graduated from UNU-GTP’s specialized training; these graduates are now a strong driving force behind Kenya’s efforts to push forward the pace of geothermal energy development.

Kenya is not an exceptional case. Similar stories can be found in other developing countries where UNU-GTP graduates are active.

The UN University will continue with its efforts to ensure that the International Year of Sustainable Energy for All (2012) is a success.
Disaster Recovery and Regeneration

In the aftermath of the Great East Japan Earthquake and the resulting triple disaster, the UN University sought to raise awareness of the lessons learned and to stimulate debate on how best to help the recovery and regeneration of the areas affected by the disaster. In 2011, the UN University organized several high-profile conferences in Japan on such topics as human security, natural disasters, post-earthquake rebuilding and mapping of the future of the affected Tohoku region. It is important that the global community learns from every disaster to smooth the way forward in building both resilience and sustainability.

In September, we were able to launch the 2011 World-Risk-Report. This groundbreaking report illustrates the disaster-related risks faced by various countries and regions, and how governments can work to reduce those risks. It is just one example of the many research projects and educational programmes undertaken by the UN University in the area of disaster prevention, resilience building, risk management, vulnerability assessment, etc.

A University in Transition

In 2011, a new master's degree programme — the UNU-IAS Master of Science in Environmental Governance with Specialization in Biodiversity — joined the UNU-ISP Master of Science in Sustainability, Development and Peace programme, which launched in 2010. More master's and PhD degree programmes are in the pipeline.

The number of students we have been able to admit has been small, due to the limited number of scholarships we have had at our disposal, but the number of applicants in one of our programmes is already close to 1,000. This shows that what we offer is both special and attractive to many people from all over the world. It also makes it evident that we have to mobilize more funds to support students in need.

Preparation continued in 2011 for the launch of work by two new UN University institutes. In June, we organized the first international scoping conference for the UNU International Institute for the Alliance of Civilizations (UNU-IIAOC), and in September the second international scoping conference for the UNU Institute for Integrated Management of Material Fluxes and of Resources (UNU-FLORES) took place. A global search for the founding Directors of these two new institutes was also started in 2011. The anticipated launch of academic work by both institutes in 2012 will add to the breadth and the depth of the University's research and teaching and enhance its capacity as a think tank.

The UN University pays great attention to quality assurance and quality improvement of all its work, academic and administrative. It was very much to our satisfaction to see the UN University again ranked as a leading think tank, as evidenced by our top-ten ranking in the 2011 Global Go-To Think Tanks Report. More precisely, the University as a whole was ranked 6th among the world's “Best Government-Affiliated Think Tanks” while the UNU World Institute for Development Economics Research
(UNU-WIDER) was also ranked 6th among the global “Top-Thirty International Development Think Tanks”.

In the future, as much as in the past and more, the United Nations University will strive to develop human and institutional capacities internally and in the developing world, thus supporting the United Nations and its Member States in their efforts to make this world a better place.

Konrad Osterwalder
Rector
The UN University: Mission and Vision

The history of the United Nations University began in 1969, with a proposal by United Nations Secretary-General U Thant for “the establishment of a United Nations university, truly international and devoted to the Charter objectives of peace and progress”. The UN General Assembly, in its annual session that year, authorized an expert study on the feasibility of the proposal and, after considering the question further at its next two annual sessions, approved the establishment of the United Nations University in December 1972. The UN General Assembly formally adopted the Charter of the United Nations University in December 1973 (and 36 years later, in December 2009, amended that Charter to explicitly grant the UN University permission to award postgraduate degrees).

It was 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, that the UN University was able to launch its academic work in September 1975. The UN University has since grown to become a global research and teaching organization with 15 institutes and programmes in 13 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 Member States.

Mission

The mission of the United Nations University is to contribute — through collaborative research and education, dissemination 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.

Its unique identity as both a UN organization and a high-level research and teaching institution enables the UN University to contribute directly to the 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 is able to make these contributions objectively and with integrity, and to offer unbiased, fresh perspectives on the key global challenges of today and tomorrow.
In pursuing its mission, the University functions as a think tank for the UN system and for UN Member States, and serves as a bridge between the United Nations and the international academic community. Moreover, the UN University provides a platform for global and local dialogue, and contributes to building research and teaching capacity (particularly in developing countries).

**Vision**

The United Nations University aspires to be a world-class global research, teaching and capacity development institution that, as a think tank, provides global leadership on aspects of peace, development and sustainability. 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, (ii) the importance of helping those countries strengthen their capacity for self-reliant human and social development, and (iii) opportunities for enhanced collaboration and dialogue between developed and developing countries as well as between different civilizations and cultures.

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 principles of gender balance and empowering women; and
- social responsibility and environmental sustainability in its operations.

Its special mission and unique identity endow the UN University with some distinctive characteristics that differentiate it from traditional universities and research institutions. These include:

- a global structure, with institutes and programmes in more than a dozen countries worldwide;
- close collaboration (through its identity as a UN organization) 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 top universities in many countries;
- an academic focus on problems/themes (rather than on disciplines) and on user needs (both in research and in teaching); and
- a commitment to the concept of sustainability, and to bridging the gaps between the developed and the developing worlds.

It is the totality of these distinctive characteristics that enables the UN University to exploit its comparative advantages as both a UN organization and a high-level research and teaching institution.
The overarching goal of the United Nations University is to contribute to global sustainable development that will enable present generations to live a decent life in peace, in freedom, in safety, and in good health 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 methodological rigour of the natural and physical sciences with the insights of the social sciences and humanities.

Cognizant of its limited 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 research and 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. Rector Osterwalder and Vice-Rector Takeuchi with Masako Ebisawa, who dedicated 35 years to UNU.  
02. UNU-EHS PALM project students during a field visit in Kyrgyzstan.  
03. UNU-LRT students in Iceland discussing land reclamation practices with their field guide.  
04. UNU Vice-Rector Parayil and CBD Executive Secretary Ahmed Djoghlaf after signing an exchange agreement between the two organizations.  
05. UNU-ISP master's degree students in Tokyo.  
06. UNU-MERIT Director Luc Soete hosting the DIME Final Conference in Maastricht.  
07. Vice-Rector Jakob Rhyner (right) visits earthquake-affected areas in Sendai, Japan.  
08. UNU-IAS postgraduate programme students in Yunnan, China.
# Academic Programme

As prescribed in the *United Nations University Strategic Plan 2011–2014*, the programme space within which the UN University undertakes its academic activities encompasses five interdependent thematic clusters within the overarching thesis of “sustainability”.

These five thematic clusters, and the 26 topics of focus that they encompass, are not conceived as mutually exclusive or collectively exhaustive in terms of the issues that are addressed. They are interlinked and interdependent in the sense that none can be addressed in isolation — in other words, they are problems that require an interdisciplinary and systems-oriented approach.

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<td>• Alleviating poverty and inequalities</td>
<td>• Combating HIV/AIDS, tuberculosis, malaria, etc.</td>
<td>• Climate change — adaptation and mitigation</td>
<td>• Science, technology and innovation</td>
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<td>• Fostering dialogue among civilizations, religions and cultures</td>
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<td>• Human rights and ethics</td>
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<td>• Peacebuilding and peacekeeping</td>
<td>• Growth and economic development</td>
<td>• Safe water and sanitation</td>
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Core Activities

The role of the UN University is to generate new knowledge, enhance individual and institutional capacities, and disseminate useful information to relevant audiences. Part of this role is functioning as a think tank for the UN system and for UN Member States. Within the programmatic scope of its five thematic clusters, the UN University undertakes three complementary types of activities:

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 and confront emergent challenges

Knowledge Sharing and Transfer

- The delivery of relevant information about UN University research, global scientific advances and best practices to those who most need it and can best utilize it, in a timely manner and in a usable form (including acting as a think tank for the UN and its Member States)

The thematic sections on pages 12-44 highlight a broad selection of projects and activities undertaken by the UN University in 2011.
The evolving nature of conflict has seen an increase in violence within states, inter-ethnic confrontations and terrorism that deliberately targets civilians rather than governments. At the same time, societal and individual threats such as human rights abuses, organized crime and the spread of diseases are gaining increased attention. Human security thus has displaced territorial security (national stability and an absence of inter-state warfare) as a central concern, with the aim of achieving the twin goals of freedom from want and freedom from fear.
Research and Study

Gender Violence and Conflict
The UNU-ISP project Gender Violence and Conflict in Africa brings together scholars and practitioners from different parts of Africa where the problems of sexual violence and exploitation of women, girls and children are most prevalent. The project traces the often-overlooked policy linkages between HIV/AIDS, wars/conflicts and victims in reconstructing post-war societies.

Groundwater and Human Security
The project Groundwater and Human Security – Case Studies, by UNU-EHS, UNU-INWEH, the UNESCO International Hydrological Programme and UNW-DPC, studies the relationship between groundwater (both as an opportunity and a threat) and human security. The main goal of the project — part of the UNU/UNESCO-IHP Quo Vadis Aquifer umbrella programme — is to adapt and apply assessment methods for determining the vulnerability of communities that face freshwater (particularly groundwater) supply problems. Case studies were carried out with partners in Egypt, Iran and Viet Nam. A book summarizing the project results will be published by UNESCO in 2012 and launched at the World Water Forum.

Human Security in Natural Disasters
Discussion of human security has tended to focus mainly on war and human rights abuses rather than on human suffering caused by natural disasters, and on the challenges faced by developing countries in particular. The Human Security and Natural Disasters joint research project of UNU-ISP, Waseda University (Japan) and the RMIT Global Cities Research Institute (Australia), in contrast, examines the relevance and significance of utilizing a human security framework in preparing for, reacting to and understanding the human impacts of natural disasters, in both developing and developed countries. In April, six weeks after the 11 March earthquake and tsunami in eastern Japan, UNU-ISP and the University of Tokyo (Japan) held an initial workshop in Tokyo to examine theoretical and practical issues in the context of immediate response to natural disasters, and the longer-term recovery and rebuilding process. A more comprehensive research workshop is planned for early 2012.

Hydro-Conflict
UNU-EHS participates in the Climate Change, Hydro-Conflicts and Human Security (CLICO) project, a three-year research initiative funded by the European Commission. CLICO investigates whether hydro-climatic hazards (such as droughts and floods) exacerbate social tensions and intra/inter-state conflicts in the Mediterranean, Middle East and Sahel, or whether they instead provide a catalyst for cooperation and peace. Within the CLICO project, UNU-EHS is helping to create a conceptual framework and the protocol for case studies. UNU-EHS will conduct in-depth, field research-based case studies on hydro-conflict in Egypt and in Niger, focusing on the linkages between water resources degradation (or pressures), environmental and social vulnerability, and migration, and their potential to lead to conflicts.
The Politics of the Death Penalty

The Politics of the Death Penalty in Countries in Transition, a joint research project of UNU-ISP and Middlesex University (UK), focuses on the death penalty in transitional contexts: in post-conflict situations and in states attempting to move from authoritarian rule to democracy. Compared to more stable environments, the issue of whether to abolish, keep or adopt the death penalty is highly political, connected to fragile and complex transition processes; the stance on the death penalty must be balanced with other pressing issues, such as maintaining peace and social order, promoting peacebuilding processes, instituting democratic government or pursuing transitional justice. This project examines these difficult issues through a range of case studies (including Argentina, Bosnia, Cambodia, Iraq, the Republic of Korea, Lebanon, North Africa and the “Arab Spring”, Rwanda and Sierra Leone). A two-day research workshop co-organized by UNU-ISP at Middlesex University in September brought together leading experts to present these case studies as well as conceptual and theoretical papers. These contributions will be published in an edited book in 2012.

R2P and PoC

The research project The Responsibility to Protect and Protection of Civilians, undertaken by UNU-ISP in partnership with Griffith University (Australia) and the Australia Pacific Civil Military Centre of Excellence, examines the relationship between two related concepts: the responsibility to protect (R2P) and the protection of civilians (PoC) in armed conflict situations. The aim is to build the capacity of “protection actors” (policymakers, military and civilian officials, and practitioners) to participate in UN missions and other protection operations. The project conducted a comprehensive literature review to inform the drafting of a handbook for protection actors, and interviewed senior UN officials and leading humanitarian experts in an attempt to map the relationship between R2P and PoC in the protection operations of UN intergovernmental bodies and NGOs. UNU-ISP co-organized academic–practitioner workshops in Manila, Kuala Lumpur and Jakarta to examine the project’s initial findings. The refined handbook will be presented to the UN Secretariat in early 2012, and then further disseminated to policymakers and government officials.

Teaching and Capacity Development

UNU Intensive Core Courses

The six-week UNU Intensive Core Courses (UNU-IC; formerly called UNU International Courses) have been incorporated as core courses of the UNU-ISP MSc in Sustainability, Development and Peace programme. Among the courses offered at the 2011 UNU-IC session, held at UNU Headquarters in Tokyo in September–October, were (i) The UN System: Pressing Issues and Sustainable Solutions and (ii) International Peace and Security.
Knowledge Sharing and Transfer

Changing Multilateralism: EU-GRASP
Changing Multilateralism: the EU as a Global-Regional Actor in Security and Peace (EU-GRASP) is an EU-funded programme that studies the European Union’s future role as a regional actor in peace and security with global aspirations. A key outreach activity by UNU-CRIS within this EU-GRASP was a joint final conference in Brussels in October on “The EU and Sub-Regional Multilateralism in Europe’s Sea Basins” and “Multilateralism and the EU in the Contemporary Global Order”. This conference brought together researchers (who presented results from three projects), external scholars (who provided peer-review feedback) and policymakers (who commented on the policy relevance and “usability” of the results).

Democracy Promotion
The UNU-ISP book The Conceptual Politics of Democracy Promotion (Hobson and Kurki, eds.; Routledge) introduces a new theoretical approach to the study of promoting democracy. It explores the ways in which different actors in democracy promotion interpret the meaning, content and context of “democracy”, and how these interpretations influence political decisions.

Globalization at a Crossroad
Dr. Philippe Douste-Blazy, Special Adviser to the Secretary-General of the United Nations on Innovative Financing for Development, gave a lecture in February at UNU Headquarters. In his speech, “Globalization at a Crossroad: Solidarity or War”, Dr. Douste-Blazy talked about how innovative financing can contribute to achieving the UN Millennium Development Goals and discussed a variety of innovative development-financing mechanisms.

The UN and Armed Conflicts
UNU-CRIS opened its doors to the public for two days in September to celebrate its first 10 years of operation. The celebration included an exhibition on the work of the United Nations, co-organized with the UN Team in Brussels, and a lecture by UNU-CRIS Director Luk Van Langenhove on “The United Nations and Armed Conflicts”.

When Blood Blurs Borders
A joint research project of UNU-ISP and the Centre for International Governance Innovation (CIGI; Canada) was completed with publication of the book Blood and Borders: The Responsibility to Protect and the Problem of the Kin-State. The book explores, through case studies in Africa, the Middle East and Asia, what happens when geographical (physical) borders are blurred by bloodlines of nationhood or ethnicity. It further critiques the “kin-state” dilemma that is at the core of many failures to protect vulnerable civilians: When members of a minority group in one country are targeted based on their identity, are they owed any protective responsibility by the “kin” state with which they share ethnic, cultural or religious bonds? The book was launched in July in Vienna with an event at the International Peace Institute (IPI).
Development Governance

Social and economic development are measured both by tangible indicators — such as the level of employment, average income, life expectancy and literacy rate — and by less tangible factors — such as the degree of personal safety, freedom of association, gender equality and the 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 to improving human social and economic development. Leadership at all levels, and in all sectors (private as well as public), should be responsive, transparent and accountable, and must pay particular attention to the needs of the poor and marginalized.
Research and Study

Development under Climate Change
The UNU-WIDER project Development under Climate Change has two components. In the first, UNU-WIDER and project partners are developing an analytical framework that integrates comprehensive biological, physical and economic analysis to examine the uncertainties associated with the science of climate change at the country/regional level. This includes incorporating the potential evolution of world climate-related market prices into country-level strategic options, and identifying and analysing low-carbon growth paths for developing countries. The second part involves collaboration between UNU-WIDER and the African Economic Research Consortium (AERC) to construct a framework for generating high-quality, locally owned and relevant research. The overall aims of the project are to (i) build capacity amongst African researchers to teach university-level climate change courses, (ii) support key ministries within five southern African countries to incorporate climate change considerations within national planning, and (iii) provide research grants to promising African scholars.

Education for Sustainable Development in Africa
The project Education for Sustainable Development in Africa seeks to develop and test a graduate-level education programme for sustainable development professionals in Africa. It incorporates three working groups, on integrated rural development, sustainable urban development, and management of mining and mineral resources. Several leading universities in Ghana, Kenya, Nigeria and South Africa are taking part in this project, supported by Japanese universities, UNU-IAS, UNU-INRA and some UN organizations. Selected courses were tested through workshops, and the programmes have been finalized. In October, UNU-ISP, the Japan Ministry of Education, Culture, Sports, Science and Technology, and the University of Tokyo organized a project completion conference to review the results of the project’s first three years of work and discuss the way forward with all stakeholders (including potential donors and supporters). At that conference, four African universities signed agreements with the UN University to implement the project’s master’s-level programmes.

Employment, Innovation and Welfare
The CO-REACH project Employment, Innovation and Welfare: A Comparative Study of Europe and China analyses the influence of innovation on employment through a comparative, micro-data-based study based on innovation surveys of China, France, Germany and the Netherlands. The project — conducted as part of the twinning agreement between UNU-MERIT and the International College of Renmin University (China), in collaboration with the Center for European Economic Research (Germany) and Université Toulouse 1 des Sciences Sociales (France) — investigates the innovation, productivity and employment nexus; it seeks to derive differences in the business environments that may suggest interesting conclusions regarding optimal policy interventions.

Food Price Volatility
The Political Economy of Food Price Policy, a project by UNU-WIDER in collaboration with Cornell University (USA) and the University of Copenhagen (Denmark), seeks to better understand food price policy, as the volatility of food prices is a major
challenges facing the global agricultural system. The global food crisis of 2007–2009 — which saw price spikes for key staple commodities and led to a variety of political reactions — offers a natural experiment for generating knowledge on responses to price volatility in particular, and on the political economy of agricultural policymaking more generally. UNU-WIDER is supporting case study research on 17 low- and middle-income countries that were highly affected by the 2007–2009 food crisis. The objective is to describe and analyse the responses of governments to food price volatility in order to better understand the processes that lead to specific policy decisions.

**Global Re-ordering**

Global Re-ordering: Evolution through European Networks (GR:EEN) is a European Commission Framework 7 Integrated Research Project coordinated by the University of Warwick (UK). This project, which involves 15 other universities around the world including UNU-CRIS, studies the current and future role of the European Union in an emerging multi-polar world. In September, the UNU-CRIS Director attended the GR:EEN public launch event in Brussels on “Global Perspectives on Europe in a Multi-Polar World”. In November, a closed GR:EEN workshop on “The Role of Regional Leadership in Multi-Polarity” was held at UNU-CRIS in Bruges.

**Industrial Development in Africa**

The UNU-WIDER project Learning to Compete: Accelerating Industrial Development in Africa seeks to answer the seemingly simple but puzzling question of why there is so little industry in Africa. Many Asian economies began their industrialization processes with initial conditions quite similar to many African countries today; yet while Asia experienced explosive industrial growth, Africa’s share of global manufacturing has fallen. The project analyses firm-level data and country case studies (for seven countries in Africa and two in East Asia) to achieve a more detailed understanding of the industrial development challenges faced by those economies, and to develop new insights into (national and global) policy options that can help Africa to sustain growth and compete in global markets.

**Research and Communication on Foreign Aid**

In spite of insights gained over past decades, the complex and idiosyncratic process of managing foreign aid (and its interplay with other sources of development finance) continues to be subject to considerable learning. The UNU-WIDER project Research and Communication on Foreign Aid seeks to make a significant difference in this learning process by (i) establishing what is known, and (ii) creating, transmitting and sharing knowledge on priorities and themes for international development policy (e.g., freedom, democracy and human rights; growth and employment; gender equality; stability and fragility; environment and climate; and social sectors). The project, which aims to help create a more informed debate on aid and aid modalities, draws upon other UNU-WIDER projects to identify some of the challenges for aid, such as climate change and food price shocks.

**Social Protection and Poverty**

Economic advancement requires productive individuals who are properly skilled and in good health. Because Africa generally is poorly endowed in both of these aspects,
it is unlikely that economic transformation on the continent can be successful without substantial improvements in education and health policies. The UNU-MERIT research project Optimal Social Protection, Poverty and Development, conducted in collaboration with the Consortium pour la Recherche Economique et Sociale (CRES; Senegal) and the Brookings Institution (USA), focuses on two broad aspects of social policy: (i) policies that 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, or that deal with chronic poverty.

**Sustainable Development Governance**

The UNU-IAS Sustainable Development Governance (SDG) initiative explores how existing institutional structures of international environmental agreements can be strengthened. Research outcomes identify and elaborate concrete, feasible steps that can foster integrated policymaking and implementation. In February, UNU-IAS organized a lecture on “Biofuels Sustainability: Lessons in Life Cycle Assessment”, and in September it co-hosted the Hakone Vision Factory on Earth System Governance. The initiative had a paper on biofuels published in an international peer-reviewed journal. A book on sustainable biofuels, edited by two members of the SDG initiative, will be published by Cambridge University Press.

**Teaching and Capacity Development**

**Degrees in Public Policy and Development**

The MSc degree programme in Public Policy and Human Development, a collaboration between the UN University and Maastricht University, started in September with more than 80 students. A specialized track on risk management, in cooperation with UNU-EHS, was added to the programme. In October, a joint UNU-MERIT/Maastricht University PhD programme in Public Policy, Innovation and Development commenced with 15 new PhD Fellows. The PhD programme offers specializations in (i) economics and policy studies of technical change, and (ii) public policy and policy analysis.

**E-Learning in Africa**

Under the framework of the German Academic Exchange Service (DAAD)-funded project E-Learning for the University of Yaoundé I (Cameroon), UNU-ViE — in collaboration with University Duisburg Essen (Germany), Kenyatta University (Kenya) and University of Cape Town (UCT; South Africa) — organized a week-long “eSchool” in June. Some 20 participants from Yaoundé I, Kenyatta and UCT studied e-learning to improve higher education learning scenarios, and began to digitize and organize existing learning materials.

**The EU and Multilateralism**

The Erasmus Mundus Joint Doctorate on “Globalisation, the EU, and Multilateralism” (EMJD-GEM) seeks to formulate a distinctively European response to the challenges facing the contemporary global system. UNU-CRIS, an associated institution of the EMJD consortium, provides third-year GEM PhD students with an opportunity to further their research at the Institute.
Finnish MSc in Economics
In September, UNU-WIDER began a teaching collaboration with the Helsinki Center of Economic Research (HECER, Finland; a joint initiative of the University of Helsinki, Aalto University School of Economics, and Hanken School of Economics). UNU-WIDER has taken on responsibility for the development economics module of the joint Finnish MSc in Economics.

Innovation Policy
The UNU-MERIT programme Design and Evaluation of Innovation Policy in Developing Countries (DEIP) aims to meet the growing demand from developing countries for support in analysing the latest technological developments and designing appropriate, tailored responses. In 2011, the programme offered week-long training courses in Colombia, Indonesia and Malaysia, drawing 170 participants (almost all from developing countries, and more than a third of whom were women).

Lessons from Europe
In June, UNU-CRIS collaborated with the College of Europe (Belgium) and the Asian Development Bank (ADB) to organize a ten-day course on Regional Integration and Development: Lessons from Europe Learning Programme. The course provided senior civil servants of the Greater Mekong Subregion an opportunity to better understand the impact and complexities of integration within the European Union by drawing relevant, applicable lessons.

PhD Internship and Visiting Scholar Opportunities at UNU-WIDER
UNU-WIDER’s PhD Internship Programme hosted nine PhD interns while its Visiting Scholars Programme hosted seven research fellows. These programmes provide participants an opportunity to spend about three months at UNU-WIDER, interacting with resident research staff.

Knowledge Sharing and Transfer

Aid, Growth and Development
As part of their joint Risk and Uncertainty for Sustainable Development seminar series, UNU-EHS and the Center for Development Research (ZEF) of the University of Bonn (Germany) presented a lecture in June by UNU-WIDER Director Finn Tarp on “Aid, Growth, and Development: Have We Come Full Circle?”

Charles Cooper Lecture
The 4th Charles Cooper Memorial Lecture, at UNU-MERIT in Maastricht in January, looked at “Economic Development as an Evolutionary Process”. The speaker, Prof. Richard Nelson of Columbia University (USA), explained why modern evolutionary economic theory provides a better framework for understanding development than neoclassical theory.

Cross-Border Governance
The book Cross-Border Governance in Asia: Regional Issues and Mechanisms (Cheema, McNally and Popovski, eds.; UNU Press), based on a UNU-ISP project, discusses regional governance mechanisms and institutional arrangements to respond
to emerging cross-border issues and trends in Asia and the Pacific. The book was presented to international policymakers and researchers during a UNU Press Interactive Seminar in October.

**Colombian Innovation Strategy**
In September, a UNU-MERIT researcher joined a panel of international experts in Bogotá to advise the Colombian Government on its latest National Innovation Strategy, then lectured on “Different Approaches to Innovation Strategies and the Instruments They Use” at an event designed to seek policy recommendations from around the world.

**Entrepreneurship and Economic Development**
UNU-WIDER, assisted by UNU-ONY, held a book launch event in February for *Entrepreneurship and Economic Development* (Naudé, ed.; Palgrave Macmillan) at UN Headquarters in New York.

**European Integration**
A special issue of the *Journal of European Integration*, prepared by UNU-CRIS, deals with the contribution of comparative regionalism and regional integration studies to the rethinking of EU studies. It sets out a potential danger for EU studies, namely a tendency towards introversion; argues for sustained engagement with the studies of other global regions; and sets out a framework for comparing global regions.

**Industrial Innovation**
The study *Innovation and Industrial Policy*, co-authored by a UNU-MERIT researcher, gives advice on how to blend innovation with industrial and research policy, based on a comparative analysis at the country level and an examination of nine European sectors.

**Innovation Indicators**
Innovation Indicator 2011, which focuses on Germany’s innovation performance, ranks the nation fourth out of 26 industrialized nations (after Switzerland, Singapore and Sweden). The report, co-authored by a UNU-MERIT researcher, highlights the benefits of German public investments in science, but warns that the country’s education system remains a weak link.

**Innovation Scoreboard**
The 2010 Innovation Union Scoreboard, published in 2011, was prepared by UNU-MERIT for the Directorate-General for Enterprise and Industry of the European Community, with support from the EC’s Joint Research Centre. The scorecard shows that although trends in most EU member states are promising, the European Union nevertheless is failing to close the innovation performance gap with its main international competitors, the USA and Japan, and that China is catching up rapidly.

**Open Education Concepts and Practices**
UNU-MERIT, UNU-VIE and other partners held a workshop on “The Why and How of Open Education: Concepts and Practices” in Berlin in June, in conjunction with the 6th Annual Open Knowledge Conference. The online open education course attracted several hundred participants in 2011.
Poverty and Behavioural Economics
At the two-day UNU-WIDER conference on “New Approaches to Measuring Poverty and Vulnerability”, in Helsinki in September, participants took stock of current knowledge in the field of behavioural development economics, drew out major policy implications and charted promising areas for research.

Regional Innovation
The first annual EU Regional Innovation Monitor report, co-authored by two UNU-MERIT researchers, was released in 2011. The report combines standard innovation indicators with qualitative assessments from the Regional Innovation Monitor survey, seeking to spark debate on policy preferences.

Regional Integration Manual
The UNU-CRIS book *The Regional Integration Manual: Quantitative and Qualitative Methods* (De Lombaerde et al.; Routledge) brings together different methods for systematically monitoring and analysing regional integration processes. The manual addresses the increasing demand for an accessible set of both quantitative and qualitative tools in a world where mechanisms and ideas for effective regional government and governance are in dire need, while the monitoring and analytical capabilities of official and non-governmental actors often lag behind.

Regionalization of the World Order
The UNU-CRIS book *Building Regions: The Regionalization of the World Order* (Langenhove; Ashgate) crosses disciplinary boundaries to bring together under one conceptual framework such differing processes and concepts as regional integration, devolution, federalism and separatism, thereby refining the social constructionist view on regions.

The Role of Regionalism
The “Roundtable on Re-Thinking the Role of Regionalism: Perspectives from Asia and the Americas”, jointly organized in April by UNU-CRIS and the College of Europe, revisited the debate on regional integration from two distinct regional perspectives: the Americas and South-East Asia.

Social Keynesianism
UNU-WIDER presented a public lecture, in April in Helsinki, by UNU Council Member Cristovam Buarque on “Social Keynesianism and Productive Cash Transfers: An Alternative to Global Crisis”.

Sustainable Development and Climate Change
In January, UNU-WIDER and the University of Copenhagen (Denmark) organized a public lecture on “Sustainable Development in a Period of Climate Change”. Danish economist Per Pinstrup-andersen and UNU-WIDER Director Finn Tarp discussed key dilemmas and questions regarding green growth and carbon growth, food security and green technology in developing countries.
Swiss Foreign Policy
Dr. Peter Maurer, Swiss State Secretary for Foreign Affairs, gave a public lecture at UNU Headquarters in Tokyo in September. The lecture, “Swiss Foreign Policy: Between European Priorities and Global Necessities”, was co-organized by UNU-ISP and the Embassy of Switzerland in Japan.

Trade and Industrial Policy
UNU-WIDER and the University of Copenhagen (Denmark) jointly organized the two-day Nordic Conference on Development Economics in Copenhagen in June. The conference included a special session on trade and industrial policy, organized under the auspices of the UNU-WIDER Learning to Compete project.

UNU Global Seminar in Japan
The theme of the Shonan Session of the UNU Global Seminar series, held in Kanagawa Prefecture, Japan, in August–September, was “Toward Global Multilateral Governance”.

UNU Global Seminar in Korea
The theme of the Republic of Korea Session of the UNU Global Seminar series, held in Incheon City in June–July, was “Post-Education for All and Post-Education for Sustainable Development”.

UNU-WIDER Annual Lecture
The 15th UNU-WIDER Annual Lecture, held in May in Maputo in collaboration with the Government of Mozambique, was delivered by Justin Yifu Lin, Chief Economist of The World Bank. In his lecture on “New Structural Economics”, Lin presented a framework that could guide poorer countries in fostering new industries that reflect their latent comparative advantages.

U Thant Distinguished Lecture
In September, President Juan Manuel Santos of Colombia delivered the 18th U Thant Distinguished Lecture at UNU Headquarters in Tokyo. In his lecture, “The Successful Path Towards Democratic Prosperity: Lessons from Colombia”, President Santos spoke about his vision for Colombia and its people, and about how the country has overcome recent internal armed conflict and economic challenges.

WorldShift Forum
The WorldShift Forum, co-organized in May by UNU-ISP, WorldShift Network Japan and Earth Summit 2010 Japan, launched a full-scale domestic campaign for the upcoming UN Conference on Sustainable Development (Rio+20). Expert participants examined what actions will have to be taken to realize a sustainable society.
Problems that affect human health — such as infectious diseases, contaminated or inaccessible water, inadequate food, and marginal living conditions — can transcend national borders and may have profound regional or global impacts (political, social or economic). In severe cases, they can diminish the sustainability of lives and livelihoods in large areas, forcing families or groups to modify their lifestyles or even to migrate to another area or nation 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.
Research and Study

ACP Observatory on Migration
UNU-CRIS met several times with the African, Caribbean and Pacific (ACP) Observatory on Migration to exchange information and ideas on current research activities, and explore synergies in the field of migration within the ACP region and the link between migration and regional integration. The ACP Observatory on Migration, an initiative of the Secretariat of the ACP Group of States empowered by the International Organization for Migration (IOM), seeks to establish a regional network of research institutions and governmental entities dealing with migration.

Arsenicosis in Cambodia
The project Health Risk and Healthcare Cost Assessment of Arsenicosis in Cambodia — a joint research collaboration between UNU-IIGH, the Gwangju Institute of Science and Technology (an ROK-based UNU Associated Institution), Hong Kong Baptist University, National University of Malaysia (UKM) and the Cambodian Royal University of Agriculture — aims to assess the health risk and healthcare cost of arsenic poisoning. The project involves water, food, hair and nail sampling; a health survey and clinical assessment of the study population; and assessment of the economic burden of arsenicosis. Research activities have been completed, and the data is being analysed. A workshop was held in Phnom Penh in May, and a conference to disseminate the research findings to Cambodian stakeholders was held in December. An article has been published in the Journal of Water Research.

E-Waste Cooperation
Supported by a five-year US Environmental Protection Agency (EPA) grant, UNU-ISP is helping authorities to track shipments of North American e-waste and provide support to African and Asian nations in coping with e-waste management. The US EPA is collaborating with members of the UNU-led Solving the E-Waste Problem (StEP) initiative, based in Bonn, on ways to improve the production, consumption and final disposal of electronic products. Public and private sector StEP members include the Secretariat of the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, NGOs and others.

GEF IW:Science
UNU-INWEH is nearing the completion of the IW:Science project, a GEF-funded activity to review, analyse and synthesize scientific and learning opportunities from two decades of transboundary water projects that make up the International Waters (IW) portfolio (the largest ever investor in multi-country collaborations on shared water systems). Experts have looked at the five GEF IW system types: river basins; lakes; groundwater; coastal zone/land-based pollution sources; and large marine ecosystems and the open ocean. The final stage is the preparation of reports synthesizing the findings from each IW system type group. As Executing Agency of the IW:Science project, UNU-INWEH took part in the 6th International Waters Conference of the Global Environment Facility in Dubrovnik (Croatia).

Global Disease Vulnerability
The UNU-IIGH project Global Vulnerability to Disease (VyGIL) aims to develop an interactive global vulnerability tool for water-related diseases. The project, con-
ducted in collaboration with UNU-INWEH, UNU-EHS, and other partners, is being implemented in Malaysia with a proof-of-concept initiative to identify the risk of dengue fever and chikungunya. The initial study looked into the many influences of physical, human and disease factors related to the prevalence and distribution of the two diseases. The success of the Malaysian study may see the project expanded to other water-related diseases in other areas, including the Mekong Delta and West Africa.

**Health and Medicine in Malaysia**

The Academy of Science Malaysia (ASM), under the auspices of the Malaysia Ministry of Science, Technology and Innovation, commissioned UNU-IIGH to conduct an independent analysis of the role of science, technology and innovation (STI) in achieving greater health and economic outcomes for the country by 2050. The core questions addressed by the study, Megascience Framework for Sustained National Development 2011–2050: Health and Medicine Sector, focus primarily on where the country is now, where it wants to be, and how it can get there. The outcome of the nine-month UNU-IIGH study is a roadmap towards achieving the greater well-being of Malaysians and sustainable economic outcomes for Malaysia by 2050. The expectation is that this will be transferrable to other countries.

**Knowledge, Attitudes, Practices and Empowerment (KAPE)**

The KAPE project focuses on the provision of safe water to marginalized communities in the Lake Victoria basin of Kenya. Graduate students from McMaster University (Canada) have been working with researchers at UNU-INWEH to collect data (through focus groups, interviews, sanitary surveys and water quality testing) related to water and sanitation. Draft reports on a feasibility study and a hydrogeological survey have been prepared; a meeting with the community leaders was held in early December.

**Open Source Casemix Software**

Casemix is a system that measures hospital performance, aiming to reward initiatives that have increased efficiencies. Casemix also serves as an information tool that enables policymakers to understand the nature and complexity of healthcare delivery systems. Through the project The Development of Open Source Software and Grouper for Casemix Costing Software, UNU-IIGH has developed a casemix grouper software package that implements all the data variables for this system (e.g., age, gender, severity of illness) and analyses the results to produce a complete report. The aim is to help health practitioners to enhance efficiency and quality of healthcare delivery systems in hospitals in developing countries.

**Polluted Drinking Water**

The UNU-INWEH project Solutions to Polluted Lake-Shore Drinking Water in Rural African Communities, funded by an Arab Gulf Program for Development (AGFUND) grant, has developed an integrated planning framework for the provision of safe drinking water to lake-side communities (based on a synthesis of regional Great Lakes experiences) and tested it through a pilot project in communities on the shores of Lake Victoria. The project has issued a final report: “The Success Story of The Near Lake-Shore Drinking Water Project: Improving Community Livelihood and Health through Small Grants”. The project has transformed the livelihoods of more than 15,000 people in three communities through access to clean and safe water; the
main challenge remaining is the provision of sanitation. Further investigations will be undertaken and integrated into the KAPE initiative to provide a broader evidence base for scaling up the lessons learned to the larger Lake Victoria basin region.

Teaching and Capacity Development

**African Nutrition Leadership Programme**
The African Nutrition Leadership Programme (ANLP), organized by UNU-FNP, seeks to develop the leadership capabilities of future leaders in the field of human nutrition in Africa. ANLP is organized by North-West University (South Africa) and the University of Venda (South Africa), with logistical support provided by Wageningen University (Netherlands). A 10-day seminar was held in March in South Africa.

**Casemix System Capacity Building**
The UNU-IIGH project Capacity Building in Casemix System in the Philippines, hosted by the Philippine Health Insurance Corporation (PHIC) and funded by WHO/EU/Deutsche Gesellschaft für Zusammenarbeit (GTZ), supports overall reform in the PHIC — the government agency responsible for running the National Health Insurance Programme (NHI). The aim is to enhance the population coverage of the NHI and to improve the efficiency of PHIC operation by introducing package payment based on the casemix system. UNU-IIGH was approached by PHIC to develop and implement the casemix system in hospitals in stages, beginning with 19 pilot hospitals in 2010 and gradually extending to cover all 1,600 hospitals in the Philippines by 2014.

**Casemix Training**
UNU-IIGH has completed casemix training for about 800 personnel in the Philippines, hosted by PHIC and funded by WHO/EU/GTZ. The Institute has also trained some 300 personnel in Uruguay, funded by Sanatorio Americano.

**E-Waste Summer School**
The aims of this intensive two-week course are to share existing knowledge and research, exploit synergies of multidisciplinary research, and develop capacity for high-quality scientific research. The course is targeted toward postdoctoral researchers, doctoral students and final-year master’s degree students. The 2011 E-Waste Summer School, organized by UNU-ISP in cooperation with several private-sector partners, was held in September in Eindhoven, Antwerp and Davos. The course offered a mix of expert faculty lectures, panel discussions, student presentations, discussions, workshops, study tours and intensive group work.

**Health and Nutrition**
UNU-FNP has developed a global network of institutions engaged in capacity development in global health and nutrition. The network, maintained by regional task forces and task force leaders who are experts in the fields of nutrition and health, seeks to improve nutrition capacity development in higher education and, thus, improve the overall health of the population in each region.
Online Health Training

UNU-IIGH offers two online training programmes: Open Source Software Online Training for Health Information Systems, and the Casemix Online Training.

Public Health

In collaboration with multiple partners, UNU-IIGH conducts master’s degree programmes in public health in Yemen (with the University of Science and Technology, Sana’a), Sudan (with the University of Medical Science and Technology, Khartoum), Nepal (with BP Koirala Institute of Health Sciences) and Malaysia (with the National University of Malaysia (UKM)). The programmes are aimed at producing health leaders in developing countries.

Water Without Borders

The joint master’s degree programme between UNU-INWEH and McMaster University (Canada), Water Without Borders, entered its second year of operation in 2011. The programme focuses on the common need to investigate issues at the water–health nexus while contributing to both policy and capacity building. During the first Water Without Borders field trip in February, participants visited rural communities in Kenya, a municipal water company, and partners in the Kenya Medical Research Institute, University of Nairobi (Kenya) and UNEP. Graduating students will receive a McMaster University degree and UNU diploma.

Knowledge Sharing and Transfer

African Nutrition

The African Nutrition Graduate Students Network (AGSNet), supported by UNU-FNP, met in Nigeria in September as part of the 2nd Federation of African Nutrition Societies conference. Increasingly, AGSNet members are being appointed to serve on committees, chair panel discussions and hold executive positions in nutrition- and health-related organizations in Africa. AGSNet is strategically positioning itself to collaborate with “similar-minded” institutions to find workable solutions to alleviate malnutrition on the African continent.

Another Drop

Another Drop is a monthly (September–April) UNU-INWEH public seminar series in which experts from academia, government and civil society present on topics of relevance to the water–health nexus. In 2011, these seminars included discussions of politics and policymaking, maternal health and water, arsenic exposure, and management of water utilities.

Food and Nutrition Bulletin

The Food and Nutrition Bulletin, supported by UNU-FNP, provides available policy analyses, state-of-the-art summaries and original scientific articles relating to multi-disciplinary efforts to alleviate hunger and malnutrition in the developing world. It serves as a low-cost but effective means of disseminating current nutrition-related information.
Regional Integration and Migration
Both regionalism and international migration have intensified significantly over the past two decades, posing considerable challenges at national, regional and global levels and leading to new regional instruments to formulate policies and manage migration flows and stocks. UNU-CRIS undertook a Network of Regional Integration Studies (NETRIS) consultation mission to the International Relations Institute of Cameroon (IRIC) in February, and in March organized a NETRIS Seminar in Dakar on “Regional Integration and Migration Policies in ACP Countries” in collaboration with the College of Europe (Belgium).
Increasingly, large-scale changes resulting from or exacerbated by human activities are affecting the global environment and, in some cases, threatening 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. Because global change encompasses environmental, economic, social and cultural changes, and their interactions, the search for answers must incorporate both an anthropogenic focus (on sustainable development) and an eco-centric perspective (on subsisting within the carrying capacity of supporting ecosystems).
Research and Study

Climate and Ecosystems Change Adaptation Research
The purpose of the University Network for Climate and Ecosystems Change Adaptation Research (UN-CECAR), the first 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 network seeks to build a collaborative platform of leading universities in the region focused on delivering relevant postgraduate education. UNU-ISP acts as the Secretariat for UN-CECAR and coordinates activities on behalf of the network members. A session of the UN-CECAR Postgraduate Courses on Building Resilience to Climate Change (with 14 master’s students, 14 PhD students, and six other students from 25 countries), organized by UNU-ISP in February–March in Tokyo, was disrupted by the 11 March 2011 earthquake. At the 5th UN-CECAR International Conference, held at UNU Headquarters in November, researchers shared their experiences on disaster responses and management of mega-disasters in Asia during the past decade.

Climate Change and Small Island Developing States
While multilateral environmental agreements like UNFCCC recognize the enormous global challenges posed to sustainable livelihoods by emerging and re-emerging climatic changes, such agreements often fall short of a sustained financial mechanism to assist developing countries to address these challenges. Focusing on the vulnerabilities in Small Island Developing States (SIDS) where livelihoods are threatened by climate change-induced food, water, health and other insecurities, the UNU-ISP research project Climate Change Diplomacy in Small Island Developing States considers past, present and future challenges, and impediments to SIDS as active partners in climate change negotiations. A two-day workshop, in July at the Catholic University of Santo Domingo (Dominican Republic), brought together climate change negotiators, policy analysts and academic scholars from SIDS in Africa, the South Pacific, Latin America and the Caribbean. Papers from the workshop will be published in an edited volume in 2012.

Climate Insurance
The Munich Climate Insurance Initiative (MCII), initiated by Munich Re and hosted by UNU-EHS, is an initiative of insurers, climate change and adaptation experts, NGOs, and policy researchers. The initiative seeks to find solutions to risks posed by climate change — both on the negotiating floor and on-the-ground in developing countries. MCII provides a forum and gathering place for insurance-related expertise applied to climate change issues. MCII fieldwork was conducted in August on climate risk adaptation and insurance in the Caribbean, and a follow-up workshop to design and structure products was held in September. In November, key Caribbean stakeholders were consulted with the aim of refining the products for pilot-phase rollout in early 2012.
Global Hima Initiative
Hima (an Arabic word denoting “a protected area” employed for the public good) is a traditional community-based environmental resources management system that has been practised for more than 1500 years in the Arabian Peninsula. UNU-INWEH co-organized a consultative workshop in Turkey in April, with funding from the West Asia and North Africa Forum and the World Justice Project, with the aim of creating an enabling environment to facilitate the sharing of experiences, build capacity among stakeholders, and strengthen information networks and knowledge management systems. A policy brief that includes the principles of Hima and a legal framework will be prepared, and several pilot projects will be implemented. UNU-INWEH promoted Hima as a community-based resources management system at the World Justice Forum in Spain in June, and plans to launch the project Global Hima Initiative: The Role of Hima as a Natural Resources Management System in Peacebuilding in 2012.

International Satoyama Initiative
The UNU-IAS International Satoyama Initiative (ISI) is a global effort to foster societies that live in harmony with nature. The initiative promotes the maintenance and rebuilding of socio-ecological production landscapes (SEPLs) for the benefit of biodiversity and human well-being. Through ISI, UNU-IAS serves as the Secretariat of the International Partnership for the Satoyama Initiative (IPSI), which was launched in 2010 during the 10th meeting of the Conference of the Parties (COP10) to the Convention on Biological Biodiversity. A landmark event in 2011 was the 1st IPSI Global Conference in March, held at Nagoya University (Japan). An ISI team made research field visits to Cambodia (March and September) and Ghana (April) to collect information on SEPLs, and has launched a study in Asia to identify and describe the various types of SEPLs in the region. In collaboration with Biodiversity International, UNU-IAS has developed a preliminary set of indicators for resilience in SEPLs as a tool to help communities understand their resilience and encourage practices that strengthen it. The ISI team also contributed to rebuilding efforts following the Great East Japan Earthquake.

Marginal Drylands
The Sustainable Management of Marginal Drylands (SUMAMAD) project builds on an earlier phase that focused on assisting developing countries in Asia and Northern Africa to enhance the sustainable management and conservation of their marginal drylands. The current phase emphasizes training, capacity building and interaction with landowners and farmers, paying specific attention to climate change and the policy measures needed to effectively adapt to the changes in marginal drylands. This phase, which involves a collaborative network of researchers and institutions in nine countries, is jointly managed by UNU-INWEH and UNESCO.

Sustainable Development of the Mekong Delta
The Water-Related Information System for the Sustainable Development of the Mekong Delta (WISDOM) project, a bilateral initiative of the Governments of Germany and Viet Nam, includes 18 partners. The goal of this multidisciplinary project is to design and implement an information system for the Mekong Delta containing data on hydrology, sociology, information technology and earth observation. As part of the project, UNU-EHS carries out research in the fields of (i) vulnerability assessment linked to water-related hazards in rural and urban settings, (ii) assessment
of surface- and ground-water quality associated with human use of pesticides, antibiotics, nutrients, heavy metals and microbial pollution, and (iii) the environmental footprint of agricultural practices with respect to surface-water pollution. UNU-EHS also coordinates the project’s PhD programme.

**Vulnerability and Climate Change**
Within the framework of the Critical Infrastructure and Population/Civil Protection in the Context of Climate Change-Related Extreme Events (KIBEX) project, UNU-EHS, in cooperation with representative communities in Germany, is developing methods to assess the vulnerability of populations to such extreme events as high-intensity rainfall, storms, droughts and heat waves. The project, conducted in cooperation with the German Aerospace Centre (DLR) and Potsdam Institute for Climate Impact Research (PIK; Germany) and financed by the German Federal Office for Civil Protection and Disaster Assistance (BBK), seeks to (i) systematize different impacts of climate change on critical infrastructures particularly linked to extreme events, and (ii) develop causal chains for identifying vulnerability patterns and feedback loops between extreme events, critical infrastructure failure and society.

**Vulnerability Assessment in Europe**
The project Methods for the Improvement of Vulnerability Assessment in Europe (MOVE) is a three-year research initiative funded by the European Commission. As a member of the MOVE team, UNU-EHS helped to create knowledge, frameworks and methods for assessing vulnerability to natural hazards. UNU-EHS also contributed to the development of indices and indicators to improve societal and environmental resilience. The MOVE conceptual framework for vulnerability assessment to natural hazards and climate change was finalized and disseminated in 2011, and the first phase of data analysis and application of the framework was undertaken in a case study in Cologne, Germany. The final MOVE project meeting was held in Florence, Italy, in September.

**World-Risk-Report**
The World-Risk-Index, developed by UNU-EHS, focuses on four key risk components: (i) hazard frequency and exposure of people to natural hazards and climate change, (ii) susceptibility to hazardous events, (iii) coping capacities, and (iv) adaptive capacities of societies to deal with the adverse consequences of hazard events. The project, and the resulting World-Risk-Report, was funded by Alliance Development Works (Germany).

**Teaching and Capacity Development**

**Asia Pacific Initiative Courses**
The UN University, in collaboration with a network of universities, organized two courses in September–December as part of the Asia Pacific Initiative (API): (i) Disaster Management and Humanitarian Assistance, and (ii) Climate, Energy and Food Security. These API courses, which have been offered since 2003, employ video-conferencing and e-learning to link classrooms at each participating university. To date, more than 1,000 students worldwide have successfully completed the courses.
Climate Change and Biophysical Modelling
UNU-WIDER, in collaboration with the African Economics Research Consortium, held a three-week online course in April on “The Science of Climate Change and Biophysical Modelling”. International lecturers introduced course participants (31 scholars in 17 African countries) to the science of modelling and understanding climate change, and to the key biophysical sectors (agriculture, energy and infrastructure) through which climate change may affect long-term development.

Culture and Environment
The “Rural Field Studies in Culture and Environment” summer school is an intensive three-week postgraduate course conducted under the framework of the Network on Culture and Environment (a collaborative initiative between UNU-ISP and the Yunnan University Nationality Research Institute (China), in partnership with a consortium of universities in southwest China). The 2011 summer school, held in July, combined coursework with field studies in an ethnic-minority village.

Fisheries Training Programme
The six-month postgraduate training programme by UNU-FTP commences each year in September and is completed in March the following year. It begins with a five-week introductory course that introduces different aspects of fisheries, from catch to consumers, global developments and international instruments affecting fisheries and aquaculture, and includes several field trips and visits. The participating Fellows then split into several areas of specialization that start with a six-week intensive course, followed by a 14-week individual research project. In March, 17 Fellows graduated from the 13th session of the programme; in September, 20 Fellows began the 14th session.

Fisheries Training Short Courses
UNU-FTP offers short-duration fisheries training courses in developing countries, in cooperation with local and international partners. Former UNU-FTP Fellows typically play a role in the development and delivery of these courses. In 2011, eight short courses were conducted, involving 193 participants:
• a regional course on The Application of Business Management Principles in Small-Scale Aquaculture, in Viet Nam in July;
• courses in Uganda on Quality Assurance of Fish and Fish Processing for District Fish Inspectors and Quality Controllers, and on Quality Assurance of Fish and Fish Processing for Central Fish Inspectors and Laboratory Managers, in August, and on Aquaculture Management, in September;
• a regional course on Fisheries Statistics and Stock Assessment in the Caribbean, in St. Vincent in September;
• an MSc-level course on Fish Farm Management, in Mozambique in October;
• a course on Performance Management and Leadership for Managers of Malaysian Area Fishermen Associations, in Malaysia in October; and
• a course on Good Fish Handling Practices On Board Namibian Fishing Vessels, in Namibia in November.
Integrated Drylands Management
UNU-ISP and UNU-INWEH implement a Joint Master’s Degree Programme on Integrated Drylands Management through a partnership with the Institut des Régions Arides (Tunisia), the Cold and Arid Regions Environmental and Engineering Research Institute of the Chinese Academy of Sciences, the Institut National Agronomique de Tunisie, the International Center for Agricultural Research in the Dry Areas (Syria) and Tottori University (Japan). The programme has two components: intensive course work, with a focus on combating desertification, and field research work.

Land Management Summer School
A two-week summer school, organized by UNU-EHS and Osh State University (Kyrgyzstan) within the framework of the Sustainable Land Management in the High Pamir and Pamir-Alai Mountains (PALM) project, targeted young scholars from Central Asia (principally Kyrgyzstan and Tajikistan). The session was entitled “Land Use, Rural Livelihoods and Ecosystem Change in Mountainous Regions of Central Asia: Tools and Methods for Assessing Problems and Facilitating Sustainable Responses”.

Land Restoration Training Programme
The annual UNU-LRT six-month training programme is divided into an orientation and introduction; an overview of land use and degradation; processes and principles of land degradation, restoration and sustainable land management; environmental governance and land management planning; specialized lines selected by the trainees; practical training; a field trip around Iceland; and three months of individual project work. The six-month training programme in 2011 took place from April to September with the participation of eight Fellows.

Mangrove Ecosystems and Biodiversity
An annual international training course on “Biodiversity of Mangrove Ecosystems”, supported by UNU-INWEH and UNESCO, was held at Annamalai University (India) in October. The two-week course was attended by 16 participants from nine South-East Asian countries.

MSc Degree in Environmental Governance
In September, UNU-IAS welcomed the first cohort of 12 international students to its new Master of Science in Environmental Governance with Specialization in Biodiversity programme. This programme is offered in collaboration with the Secretariat of the Convention on Biological Diversity, which provides curriculum guidance, course materials and access to its experts as guest lecturers. UNU-IAS will sign memorandums of understanding with several Japanese universities to facilitate course and credit exchanges and resource sharing. The programme seeks to provide students with the intellectual foundation and practical field experience necessary for understanding and constructing environmental governance regimes at the local, regional and international scales.
UNU-IAS ProSPER.Net Young Researchers’ School
In August, the UNU-IAS Education for Sustainable Development project co-organized the ProSPER.Net Young Researchers’ School, hosted by Hosei University (Japan). Under the theme “Learning from Japan’s Experience on Urban Sustainability”, the two-week school brought together postgraduate students from 12 countries for lectures, field trips, group activities and opportunities to improve their research and communication skills. The closing day was part of a major celebration of International Youth Day, organized at UNU Headquarters, in collaboration with German NGO iuventum and the German Federal Ministry of Education and Research.

UNU-INRA/SEI Writeshop
In February, UNU-INRA collaborated with the Swedish Environment Institute (SEI) and UNISDR to organize a “writeshop” in Accra. The week-long “Anglophone African Regional Writeshop to Support Developing Country Publications on Disaster Risk Reduction and Adaptation to Climate Change” brought together 14 participants from seven Anglophone countries, enabling them to improve their writing skills and to finalize articles for publication.

UNU-INRA Visiting Scholars
The UNU-INRA Visiting Scholars’ Programme (May–December) provides qualified scholars an opportunity to visit the Institute and undertake research on topics related to the development and management of natural resources in Africa. The 2011 intake comprised four scholars, from Botswana, Cote d’Ivoire, Ghana and Niger.

UNU Intensive Core Courses
The six-week UNU Intensive Core Courses (formerly called UNU International Courses) have been incorporated as part of the UNU-ISP MSc in Sustainability, Development and Peace programme. Among the courses offered at the 2011 UNU-IC session, held at UNU Headquarters in Tokyo in September–October, were “Global Change and Sustainability” and “International Cooperation and Development”.

Vulnerability and Disaster Risk Management
UNU-EHS organized two two-week PhD Block Courses on “Vulnerability and Disaster Risk Management”: one in February in South Africa in collaboration with the University of the Free State, and one in April in Germany in collaboration with the University of Bonn. The overall goal of the courses was to highlight the complexity and importance of vulnerability and resilience in the field of disaster management, development and risk reduction.

Knowledge Sharing and Transfer

Africa’s Natural Resources
In December, UNU-INRA convened a three-day bilingual (French/English) international conference on “Sustainable Development of Natural Resources in Africa”, organized as part of activities marking the Institute’s 25th anniversary. The conference focused on analysing evolving approaches, tools, methods and principles for addressing the challenges associated with increasing natural resource use and sustainable development in Africa.
Assessment and IPBES
In July, UNU-ISP hosted a two-day “Informal Pre-Plenary Scientific International Workshop on Assessment and the IPBES”, co-organized with the Japan Ministry of the Environment (MOE). The Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES) will serve as an interface between the scientific community and policymakers, with the aim of building capacity for and strengthening the use of science in policymaking. The workshop report was submitted as an information document at the first IPBES Plenary Meeting in October in Nairobi. UNU-ISP also co-organized, together with MOE and the Government of South Africa, a side-event on the assessment and knowledge generation functions of IPBES.

Climate Change and Agriculture
In December, UNU-WIDER, the Moroccan Association of Agricultural Economics, and the International Association of Agricultural Economics organized a two-day conference on “Impacts of Climate Change on Agriculture” in Rabat (Morocco). Participants sought to exchange ideas, gain a richer understanding of methods and analytical tools, and contribute to better decision making.

Coastal Management and Climate Change
Coastal ecosystems are severely stressed in many parts of the world as a result of over-population, intense coastal development, urbanization, spiralling resource use, pollution and the spread of invasive species. Climate change is expected to exacerbate these stressors. In the monthly UNU-INWEH seminar series on Managing Coasts in a Changing World, experts present topics relating to coastal environmental science and management in the face of climate change.

Environmental Impacts of Coastal Development
The UNU-INWEH policy report “Managing the Growing Impacts of Development on Fragile Coastal and Marine Ecosystems: Lessons from the Gulf” analyses the challenges and opportunities facing the Persian Gulf region, and how well the region has responded to its environmental management challenges. The report, released in November at a seminar in New York, draws largely on research work that UNU-INWEH undertook through a Dubai-based project on Strategic Management of Marine Ecosystems Surrounding the Nakheel Marine Projects.

Global Seminar in Ghana
The theme of the Ghana Session of the UNU Global Seminar series, held in March in Legon (Accra), was “Natural Resources and Sustainable Development: Policy Challenges in Africa”.

Green Climate Fund
In July, UNU-ISP hosted the 2nd meeting of the Transitional Committee for the Design of the Green Climate Fund, co-organized by UNFCCC and the Government of Japan. The two-day event, which was preceded by a preparatory workshop, further developed the design of the fund and key operational documents to be recommended for approval at COP17 in December in Durban. UNU-ISP presented its UN-CECAR project in a side-event organized by the Japan Ministry of Foreign Affairs.
Helping Natural Disasters Victims

The symposium “Helping the Victims of Natural Disasters: From Grassroots to Governance”, held at UNU Headquarters in September, explored ways to support the recovery of victims of natural disasters and to empower them through grassroots community development and governance. The symposium was co-organized by UNU-ISP, Tokiwa International Victimology Institute (Japan), the Japan-US Evidence-Based Mental Health Response Initiative and Kameda Medical Center (Japan).

Low-Emission Development

In June, UNU-IAS and UNDP held a joint seminar on “Low-Emission Climate-Resilient Development Strategy and Education for Sustainable Development” in Yokohama.

Our World 2.0

In December, the UN University’s Our World 2.0 online environmental magazine published its 400th article and 40th video brief. Our World 2.0 explores the interconnections between climate change, peak oil, food security and biodiversity; since it was launched in July 2008, the Our World 2.0 website has had more than 1 million visits.

Post-Earthquake Rebuilding

In response to the massive 11 March 2011 Great East Japan Earthquake and tsunami, UNU-ISP hosted a Post-Earthquake Rebuilding Support Symposium in May to address ways to rebuild disaster-struck areas. The event, which explored options for environmentally friendly and sustainable policies, included presentations by specialists and policymakers and a panel discussion that addressed proposals to support the people of the affected regions. In August, UNU-IAS collaborated with the Secretariat of the International Partnership for Satoyama Initiative and the Sustainable Oceans Initiative to hold a Great East Japan Earthquake Rebuilding Symposium on “Exploring Integrative Approaches from Land to Sea”. This symposium, at UNU Headquarters in Tokyo, considered ways to rebuild the devastated satoyama/satoumi communities through integrative approaches with a specific focus on the linkages between land and sea.

Risk and Uncertainty

In February, UNU-EHS and the Center for Development Research (ZEF, Germany) organized the 2nd Risk and Uncertainty Lecture. Hansjoerg Strohmeyer, Chief of Policy Development and Studies Branch, UN-OCHA, spoke on “Risk and Uncertainty: Responding to Vulnerability from the Perspective of a Global Humanitarian Organization”.

Social Vulnerability

UNU-EHS has hosted the Munich Re Foundation (MRF) Chair on Social Vulnerability since 2005. The chair consists of seven internationally renowned professors acting on a rotating basis for one academic year each to explore the cultural and economic dimensions of social vulnerability, including institutional and governance factors. The project has created an active social vulnerability academic network, developed a series of policy-relevant publications dealing with social vulnerabilities from interdisciplinary perspectives, and engaged more than 120 PhD candidates from around the world in its annual Summer Academy on Social Vulnerability. The week-long summer academy in July was attended by some 20 researchers from 15 countries.
**Sustainable Land Management in Mountain Regions**

In October, UNU-ISP, UNU-EHS and UNU-INWEH co-organized a side event on “Addressing Research, Policy and Capacity Gaps for Sustainable Land Management in Mountain Regions” at the 10th Session of the Conference of the Parties to UNCCD.

**UN Decade on Biodiversity**

The “Global Launch of the United Nations Decade on Biodiversity 2011–2020” was held in December both to promote public awareness of the UN Decade on Biodiversity and to support developing countries’ implementation of the Strategic Plan for Biodiversity. The event, held in Ishikawa Prefecture (Japan), at the site of the 2010 closing ceremony for the International Year for Biological Diversity, was co-organized by UNU-ISP and other partners, including the Secretariat of the Convention on Biodiversity, Japan Ministry of the Environment, Ishikawa Prefecture and the City of Kanazawa.

**UNU-FTP Annual Guest Lecture**

Each year, a guest lecturer is invited to give a series of lectures to UNU-FTP Fellows and the general public. In January, Prof. Trond Bjorndal (University of Portsmouth, UK) gave a series of lectures on rents in fisheries, the application of economic principles in international fisheries management, and optimal harvesting in aquaculture.

**U Thant Distinguished Lecture**

In August, President Laura Chinchilla of Costa Rica delivered the 18th U Thant Distinguished Lecture at UNU Headquarters in Tokyo. In her presentation, “Peace and Sustainable Development: The Costa Rica Experience”, President Chinchilla focused on her nation’s innovative green policies and highlighted Costa Rica’s six decades of demilitarization as a beacon of hope for progress and achievement.
In today’s globalized, fast-paced world — where the creation and utilization of innovation systems to facilitate scientific research and technological advancement are essential — developing countries often face substantial competitive disadvantage vis-à-vis developed countries. The question for developing nations is, within the constraints of their limited financial resources: What types of scientific and technological capacities are most required, and how can they be most effectively achieved? A question facing all nations is how to mitigate the negative societal and ethical impacts that innovation often brings.
Research and Study

Accountable System Engineering
Because contemporary information systems typically are distributed, include mobile components and operate within open environments, their behaviour (often described as “emergent”) is difficult to predict. The UNU-IIST project Engineering Accountable Systems, funded by the Macao Science and Technology Development Fund, is based on a new approach to capturing emergent behaviour and to engineering systems that exhibit emergent properties; the purpose is to provide techniques for the accountable (rigorous) engineering of such systems. Project activity has concentrated on emergent behaviour resulting from adaptivity to component failure or environmental duress, and on case studies of mobile networks, hybrid (cyber–physical) systems and systems whose emergence results from “machine learning”. The project has proposed a theory of adaptivity for systems in an open environment.

Getting Seniors Online
The UNU-MERIT project Third Age Online highlights ways of facilitating the access of older persons to the opportunities offered by online communities. The project also aims to profit from the growing number of older persons to advance charitable projects of online communities. The project centres on two kinds of online communities: goal-oriented senior communities (such as Seniorweb Switzerland and Seniorweb Netherlands) and goal-oriented communities with a mixed target group (Wikimedia). It seeks (i) to develop effective methods and measures for motivating older persons to participate in online communities, and for fostering the intergenerational integration of these communities, and (ii) to adapt the design of online user interfaces and functionalities to the specific needs of older persons.

Intelligent Governance of Smart Cities
Implementation of the “smart city” concept — using technology-enabled innovation to balance all aspects of urban development to achieve sustainability — relies on intelligent governance (including citizen participation in setting directions). The aim of the UNU-IIST Intelligent Governance of Smart Cities project is to provide foundational insights into how to develop, implement and institutionalize smart city initiatives. The research design has been concluded, and detailed literature study and case study reviews are on-going.

Science and Technology for Sustainability
The main focus of the UNU-IAS Science and Technology for Sustainable Societies project is to find sustainable solutions to the twin challenges of global poverty and climate change. The project aims to guide technological development and innovation to create greener, cleaner and more creative rural and urban societies. In 2011, the project team published research outcomes in a paper, policy briefs, several articles and a book chapter; a book (Free and Open Source Software and Technology for Sustainable Development) is forthcoming from UNU Press. The project team is also working to develop several thematic studies for the upcoming UN Conference on Sustainable Development (Rio+20).
**Sustainable Urban Futures**

The UNU-IAS Sustainable Urban Futures (SUF) project focuses on research regarding cities and climate, ecosystem and urban change, with the objective of better understanding ways to link local solutions to global problems. In the first half of the year, the project team developed the methodology for a five-country study on urban development with co-benefits, supported by the Japan Ministry of the Environment. Implementation of the research project started in April. The SUF team is also developing a research framework focusing on cities and biodiversity. The project organized a series of events on low-carbon cities during the first half of the year, and conducted four workshops on urban co-benefits with local partners in China and Indonesia. An article published in *Biological Conservation*, on advancing understanding of the main areas of research in cities and biodiversity, was named one of the journal’s “Top 25 Hottest Articles” for the period April–June. Other project publications include a report on biocultural diversity in the Japanese city of Kanazawa and a case study on barriers to environmental management in clusters of small enterprises.

**Teaching and Capacity Development**

**African Capacity in STI Indicators**

The project Research and Training Support to Build African Capacity in Science, Technology, and Innovation Indicators, a joint effort by UNU-MERIT and Canada’s International Development Research Centre (IDRC), supports the development of case studies on innovation processes in Mozambique, Rwanda and South Africa.

**Biotechnology Courses**

UNU-BIOLAC, in collaboration with local partners, offered a number of collaborative one- or two-week biotechnology training opportunities. These included international courses in Argentina, Chile, Costa Rica (2), Paraguay and Uruguay (2), and a workshop in Argentina.

**Biotechnology Fellowships**

UNU-BIOLAC awarded a number of fellowships in 2011. These included support for Fellows training in various aspects of biotechnology at universities and institutions in Argentina, Brazil, Colombia, Uruguay and the USA.

**Geothermal MSc Programme**

To assist countries to build up specialist groups and increase their geothermal research capacity, UNU-GTP has established an MSc programme in cooperation with the University of Iceland. The UNU-GTP annual six-month geothermal training programme fulfils 25 percent of the MSc programme credit requirements. Three former UNU-GTP Fellows completed their MSc degrees in June, while three more started the degree programme in September.
Geothermal Training Programme
The annual UNU-GTP six-month training programme, which runs from April to October, is divided into three phases. It begins with an introductory period (5–6 weeks) of lectures, visits and excursions to geothermal fields under exploration and utilization, followed by another 5–6 weeks of specialized lectures and training, during which the trainees work side-by-side with geothermal professionals from institutions in Iceland. The programme ends with 12 weeks of work on independent projects. This year marked the 33rd annual session of the programme, with 30 Fellows from 16 countries receiving their UNU Certificate. A total of 482 scientists and engineers from 50 developing countries have graduated from the programme since its foundation in 1979.

Geothermal Training Short Courses
UNU-GTP offers short courses in geothermal development in developing countries, in cooperation with local partners and funded by the Government of Iceland as a contribution to the UN Millennium Development Goals. In 2011, these included a one-week Short Course on Geothermal Drilling, Resource Development and Power Plants, in El Salvador in January, and a four-week Short Course on Exploration for Geothermal Resources, in Kenya in October–November. In 2010, UNU-GTP introduced customer-designed short courses that are requested and funded by outside institutions or organizations. In 2011, a three-month session on Training in Borehole Geology started in November in Kenya, upon request by the Kenya Electricity Generating Company, and a week-long Short Course on Geothermal Exploration and Development was held in El Salvador in November upon request by the Organization of American States (OAS).

Mega-City Environmental Policy
UNU-ISP hosted the seven-week Mega-City Environmental Policy and Environmental Management Systems course in July–August, organized by the Japan International Cooperation Agency. UNU-ISP also organized two days of the course, during which UNU-ISP faculty gave four lectures on global environment issues.

Knowledge Sharing and Transfer

Global Research Benchmarking System
In November, UNU-IIST collaborated with the Center for Measuring University Performance to launch the Global Research Benchmarking System (GRBS; http://www.researchbenchmarking.org). The GRBS enables universities to determine their own research profiles and identify niche areas in which they can excel; to make more rational strategic and resource allocation decisions; to identify partners with complementary strengths; and to publicize programme strengths. The 2011 release of GRBS, which covers more than 700 universities in the Asia-Pacific and North America, is supported by over 30 contributing organizations from a dozen countries.
The Internet in a Changing World
UNU-ISP collaborated with O.P. Jindal Global University (India) and the India Ministry of External Affairs to organize a two-day international conference in September on “The Internet and a Changing World”. This event explored the impact of Internet technology, especially in the field of diplomacy, where it has brought global governance institutions such as the United Nations closer to people. During the conference, UNU-ISP chaired a panel on “The Internet and Global Democracy” and gave a presentation on “Human Rights and Internet: Freedom of Expression and Access to Information”.

Seeking a Sustainable Society
The UNU-ISP book Sustainability Science: A Multidisciplinary Approach (Komiyama, Takeuchi et al., eds.; UNU Press) introduces the new academic discipline that has emerged in response to threats to the sustainability of the global environment. Sustainability science seeks comprehensive, integrated solutions to complex problems, thus requiring a restructuring of education and research that spans multiple disciplines. This book offers diverse approaches to the development of a transdisciplinary perspective that embraces the natural, social and human sciences in the quest for a sustainable society.

Sustainability Science Journal
Sustainability Science is an international peer-reviewed academic journal on the new scientific field of sustainability science. The journal, published by Springer in collaboration with UNU-ISP and the University of Tokyo, seeks to strengthen the foundations of the field by showcasing transdisciplinary, problem-focused research into such areas as environmental degradation, energy and resource use, and human livelihoods and security. Volume 6(1), published in February, included a special feature on Africa with contributions by UNU-ISP, UNU-IAS and UNU-WIDER experts.

Urbanization and Development
In October, UNU-WIDER held a launch event/lecture in London for the book Urbanization and Development: Multidisciplinary Perspectives (Beall, Guha-Khasnobis and Kanbur, eds.; Oxford University Press), an output of the UNU-WIDER project Development in an Urban World.
In April, the UNU Media Centre launched a redesigned University website (unu.edu) that better reflects the role of the UN University as a postgraduate educational institution and enhances presentation of the University’s think tank function. In 2011, the website showcased 62 articles written by UN University researchers or staff, as well as more than 140 UN University-focused news items. The next two pages show a representative sample of research- and training-focused articles on the unu.edu website.

From Why traditional knowledge holds the key to climate change; photo by James Gordon
Local perspectives on international peacebuilding
Establishing local ownership of peacebuilding activities enhances the ability of the international community to facilitate sustainable peace. (2011/06/07; UNU-ISP)

Reinforcing regional rights: labour and migration
Globalization has exposed workers to the dynamics of the international economy and global competition. Have regional labour and migrant workers’ rights kept up? (2011/08/23; UNU-CRIS)

Siblings, but not twins: PoC and R2P
This article examines the application of the important concepts of Protection of Civilians and Responsibility to Protect in relation to events in Libya. (2011/11/01; UNU-ISP)

Examining the entrepreneur gender gap
Why, when women are launching more new businesses than men, do they remain a minority among business owners? (2011/08/19; UNU-WIDER)

Multilateralism 2.0: The transformation of international relations
UNU-CRIS Director Luk Van Langenhove charts the rise of emerging nations and regional organizations in the multilateral system. (2011/05/31)

Regional perspectives on challenges and opportunities for Africa
Can Africa’s natural resources be harnessed to advance sustainable development of the continent? (2011/03/19; UNU-ISP)

Rural Pakistan lends insight on energy poverty
UNU-MERIT academics hope their new research can boost understanding on the widespread lack of access to energy sources in the developing world. (2011/05/24)

Asia’s emerging asbestos epidemic
Though asbestos-related diseases represent a growing global epidemic, little is known about the status of the problem in Asia. UNU-IIGH research attempts to fill this void. (2011/10/05)

Pollutants in aquifers threaten Mexico’s Yucatan peninsula
UNU-INWEH’s Caribbean Coastal Pollution Project identifies contamination threats to the Maya Riviera’s economy and biodiversity. (2011/05/17)
Combating land degradation in the High North
Land degradation is widespread in Iceland and globally. A UNU-LRT training course gave students experience in how to re-vegetate landscapes under harsh conditions. (2011/10/20)

Lessons learned from the World-Risk-Report
The World-Risk-Report conveys the complexity of disasters and offers policy insights to strengthen adaptive capacities in Japan and other countries affected by disaster. (2011/09/15; UNU-EHS)

Summer school with a difference
Participants from around the globe experienced the complex relationship between societies, culture and the environment during a summer school in Yunnan, China. (2011/09/27; UNU-ISP)

Why traditional knowledge holds the key to climate change
Indigenous peoples’ collective knowledge of the land, sky and sea makes them excellent observers and interpreters of climate change. (2011/12/13; UNU-IAS)

Unravelling the drivers of Southeast Asia’s biodiversity loss
Biodiversity loss in Southeast Asia is a complex phenomenon that requires multi-level policy responses and concerted efforts. (2011/11/08; UNU-IAS)

Arab Spring: Will more freedom boost knowledge transfer?
The wave of change in the Arab region could be harnessed to boost the creation and transfer of knowledge. (2011/06/14; UNU-MERIT)

E-waste challenges: Re-use practices, principles and standards
Re-use is a key part of the solutions toolkit in confronting the waste problem that continues to multiply as countries cross the “digital divide”. (2011/06/21; UNU-ISP)

Social impacts of statistical indicator development
Understanding how indicators govern behaviour, are modified by users and develop based on user needs is vital for social and economic analysis and policy. (2011/07/26; UNU-MERIT)

Photos (L-R, by column): UNU-LRT; Hongyan Gu; Rainforest Action Network; Jeff Kubina; Bobby Lacey
2011 Institutional Highlights

JANUARY

USA
UN University Ranked Among Top 10 Global Think Tanks
The 2010 Global Go-To Think Tank Ranking Report, released on 18 January, ranked the United Nations University as number 7 in the worldwide “Best Government-Affiliated Think Tanks” category, and ranked UNU-WIDER as number 7 in the “International Development Think Tanks” category.

MARCH

GHANA
UNU-INRA Scoping Conference
UNU-INRA organized a scoping conference in March to brainstorm with key stakeholders and resource persons on the future programmatic priorities of the Institute.

APRIL

JAPAN
UN University Website Relaunch
On 8 April, the UNU Media Centre launched a redesigned University website (unu.edu). A major goal of the redesign was to reflect the emerging role of the UN University as a postgraduate educational institution and to enhance presentation of its think tank function through publication of articles focusing on the University’s research and training activities.

MAY

VENUEZUELA
UNU-BIOLAC SAC Meeting
On 11–12 April, the UNU-BIOLAC Scientific Advisory Committee Meeting was held in Caracas.

JUNE

SPAIN
UNU-IIAOC Scoping Conference
On 1–3 June, a scoping conference was held at the Sant Pau Historic Site in Barcelona to take stock of the research challenges related to the four main research areas (education, youth, media and migration) of the new UNU International Institute for the Alliance of Civilizations (UNU-IIAOC). The event brought together selected experts and UNU University staff members to discuss the Institute’s future research, training and knowledge transfer priorities.

JULY

CANADA
UNU-INWEH IAC Meeting
The 14th International Advisory Committee meeting of UNU-INWEH was held in Ottawa on 9–10 June.

GHANA
UNU-INRA/UNU-ISP Board Meeting
On 1–2 July, the joint Board of twinning partners UNU-INRA and UNU-ISP held its first meeting at the premises of UNU-INRA, at the University of Ghana (Legon, Accra).

BELGIUM
UNU-CRIS MoU Signing
A new memorandum of understanding (MoU) was signed in July between the UN University, the Flemish Government and the College of Europe (Belgium). The MoU gives financial and institutional stability to UNU-CRIS until 2014.
• heard progress reports on the establishment of UNU-IIAOC and UNU-FLORES, and on the “Roadmap for the UN University’s Focus on Africa”;
• heard reports on and considered general financial and administrative issues, including the operation and activities of the UNU institutes and programmes;
• approved the work programme and adopted the budget of the University for 2012–2013; and
• approved a range of draft resolutions.

The Council elected Prof. Mohamed Hassan as Chair of the Council for 2012.

In closed sessions, the Council considered and approved a panel of candidates for the September 2012 – August 2017 term of the UNU Rectorship; the list of nominees was subsequently transmitted to the appointing authorities (the UN Secretary-General and the Director-General of UNESCO). This process is followed every five years, whether or not the incumbent rector is standing for a second term.

DECEMBER

GHANA

UNU-INRA 25th Anniversary
On 7–9 December, UNU-INRA organized a three-day “International Conference on Sustainable Development of Natural Resources in Africa” at the University of Ghana to celebrate its 25 years of operation as a UN University research and training centre.
2011 Institutional Priorities

The work of the United Nations University is focused on issues of global or regional relevance 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/management, and knowledge transfer/sharing activities, typically through collaboration with world-leading external partners.

UN University research and study projects take an interdisciplinary, systems-oriented 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 embraces this cross-disciplinary approach to not only train individuals but also to foster group and institutional capabilities to generate new, useful knowledge. The ultimate goal of the UN University is to deliver relevant, practical, science-based information, in a timely manner and useful form, to those who need it most and can best utilize it.

In 2011, the UN University continued to make good progress within five strategic priority initiatives set out in the United Nations University Strategic Plan 2011–2014: postgraduate programmes, twin institutes, quality assurance, communications and fund-raising. An additional priority articulated by the Rector was improvement of the assimilation of the global UN University system, from a loose “confederation of institutes” to a more coherent “federal institution”.

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 an “answer” developed by one discipline does not become a new “problem” when viewed from the perspective of a different discipline. The UN University, with its systems-oriented viewpoint and global reach, is uniquely positioned to confront this challenge.

Based on adoption by the UN General Assembly (in December 2009) of an amendment to the Charter of the United Nations University that explicitly authorizes the University to award postgraduate degrees, and with guidance from the UN University Council, the Office of the Rector and the Directors of the UN University
institutes have been establishing a framework for the high-priority UN University postgraduate programmes initiative. This is especially challenging in that the University has a presence in more than a dozen countries worldwide. The challenge is to develop academic regulations and institutional structures that are flexible enough to accommodate the diversity of partner universities, local cultures and norms, and national requirements, yet that are robust enough to ensure a system-wide standard of quality, branding and impact.

The University Postgraduate Programme and Awards Statute, developed in 2010, establishes a legislative framework as well as relevant regulations, policies and institutional support structures. The framework includes templates for (i) master's and PhD degree programmes implemented by a single institute, (ii) intra-system master's degree programmes organized by two or more institutes, and (iii) joint- or double-degree master's degree programmes organized by the UN University in cooperation with external partner universities.

Two UN University postgraduate degree programmes have been launched to date: a Master of Science in Sustainability, Development, and Peace (UNU-ISP; September 2010) and a Master of Science in Environmental Governance with Specialization in Biodiversity (UNU-IAS; September 2011).

UN University postgraduate degree programmes that are scheduled to start in 2012 or 2013 include:

• a Master of Science in Health Informatics (UNU-IIST and UNU-IIGH);
• an Executive Master's Degree in Government Information Leadership for Sustainable Development (UNU-IIST);
• a PhD in Sustainability (UNU-ISP);
• a joint PhD in Economics, Innovation and Development (UNU-MERIT and the University of Maastricht);
• a joint Master of Science in Geography of Environmental Risks and Human Security (UNU-EHS and the University of Bonn);
• a joint Master of Science in Community Health Science (UNU-IIGH and the National University of Malaysia);
• a double-degree PhD in Computer Science (UNU-IIST and the University of Pisa);
• a double-degree Master of Science in Public Policy and Human Development (UNU-MERIT and the University of Maastricht, Maastricht Graduate School of Governance).

The UN University also continues to award a “diploma” or “certificate of completion” for graduates of some degree programmes by other universities in which a UN University institute plays a teaching or supervision role. These currently include:

• “Water Without Borders” (a programme by McMaster University, with participation by UNU-INWEH)
• a Master of Science in Integrated Drylands Management (a multi-university cooperative programme, with participation by UNU-INWEH);
• a Master of Public Health (by the National University of Malaysia, with participation by UNU-IIGH);
• a Master's Degree in Development Economics (by the Helsinki Center of Economic Research (HECER), a joint initiative of the University of Helsinki, Aalto University School of Economics and the Hanken School of Economics, with participation by UNU-WIDER).
Twin Institutes Initiative

The mission and the vision of the UN University place an emphasis on capacity development efforts in developing countries and countries in transition, and on increasing collaboration between developed and developing countries. However, this goal has proven difficult to achieve, as it is often difficult for a developing country to mobilize sufficient long-term funding to set up an independent UN University institute.

With this in mind, as a strategic step towards strengthening its presence in the developing world and intensifying research and teaching interaction, the UN University is working to develop a “twinning” structure for its institutes. Under the “twin institutes” concept, each University institute will typically have two separate locations: one in a developed country and the other in a developing country. While each location (“twinning partner”) will have its own researchers, teachers and students, they will implement a shared research and teaching agenda and devote at least half of their time to joint projects.

Under this concept, the basic funding of the developed country twinning partner will be covered by the host country. For the developing country twinning partner, at least 30 percent of its cost will be covered by the host country, with the remaining financial resources coming from joint research and teaching projects supported by funding agencies or other donors.

Initially, the developing country twinning partners will operate under an affiliated programme, but over time they will gradually be transformed into a full-fledged twin of the developed country UN University institute.

While progress has been made in developing joint research and capacity development activities, the twinning process has moved more slowly than initially anticipated — in part because the current global economic situation, and the political situation in some regions, has impeded progress with some proposed twinning arrangements. Also, without a formal decision by the host country governments of current UN University institutes and their potential twins, and an official financial commitment, it is not possible to move forward with finalizing the twinning arrangements.

To date, preliminary twinning relationships have been launched between:

- UNU-MERIT (Netherlands) and two partners: the Consortium pour la Recherche Economique (CRES; Senegal) and Renmin University (China);
- UNU-ISP (Japan) and UNU-INRA (Ghana);
- the new UNU-FLORES (Germany) and a to-be-established twin component in Mozambique.

Among other UN University twinning opportunities being explored:

- UNU-CRIS (Belgium) is studying a twinning arrangement with the West African Institute for International Research on Regional Integration and Social Transformation (Cape Verde);
- UNU-EHS (Germany) is in discussions with the University of Namibia and the International Centre for Interdisciplinary and Advanced Research, Indonesian Institute of Sciences;
- UNU-IAS (Japan) is preparing a proposal to establish a twin institute in cooperation with the City of Rio de Janeiro (Brazil);
- UNU-IIGH (Malaysia) is looking at potential twinning partners in Indonesia and Panama;
- UNU-IIST (China) is considering a potential twinning opportunity with the Ministry of Agriculture and Forestry, Laos;
• UNU-INWEH is holding discussions regarding a twinning opportunity with the University of Alexandria (Egypt); and
• UNU-WIDER (Finland) is exploring potential twinning opportunities in Africa, first and foremost with the University of Ghana.

Quality Assurance Initiative

The UN University’s policy on quality assurance (QA) is based on the simple premise that excellence in teaching, research, capacity building and allied academic service functions should be nurtured as a self-reflexive internal process. The University is committed to providing a nurturing environment that will motivate academic and administrative personnel to excel in everything they do by critically examining and benchmarking the value and social relevance of their work and achievements against measurable international standards, wherever possible.

A “United Nations University Quality Assurance Handbook” has been prepared, based on the “United Nations University Quality Assurance Policy” document, which was approved by the UNU Council in December 2010. The objective of the handbook is to assist the entire UN University community to implement the UNU Quality Assurance Policy related to academic activities. The handbook presents tools and methods to enhance the quality of the University’s academic activities, and covers the assessment and evaluation of activities related to postgraduate teaching, research, capacity building, applied policy and advocacy work.

The handbook is organized into four modules, covering (i) student evaluation and survey of teaching, (ii) a UN University graduates survey, (iii) self-evaluation of UN University institutes and programmes, and (iv) external peer evaluation of UN University institutes and programmes.

Communications Initiative

Enhancement of the UN University’s internal and external communications remains a major priority. To bolster that effort, in November 2010 the two main UNU Centre communications-related units — the Media Studio and the Office of Communications — were merged into a consolidated UNU Media Centre. An additional step towards enhancing communications systemwide was the decision by the Rector to create a new Head of Communications post, to be based in New York; this post will be staffed from mid-year 2012.

A major project of the UNU Media Centre in 2011 was a complete redevelopment and redesign of the main UN University website. The new unu.edu website, launched in April, gives increased exposure to UN University events and University-related news, and has introduced a section featuring articles focusing on UN University research and training, written by University researchers and staff. A new Japanese-language website also was launched in November.

The UNU YouTube Channel, also maintained by the Media Centre, continues to attract an international audience. Since the launch of the channel in 2008, some 350 video interviews and short documentary films have been uploaded, and viewed more than 3 million times.
The UNU Media Centre distributed a communications strategy background paper to the UNU Global Communications Working Group (CWG) in February and to CONDIR41 in May. Based on consultation and feedback, the CWG then produced a focused strategy, identifying the main goals, and shared this version amongst UN University communications professionals in August. Based on further feedback, a revised paper laying out the basic direction for the UN University’s communication activities in 2012 was prepared and submitted to the UNU Council.

**Fund-Raising Initiative**

In 2010, a new UNU Development Office was established in New York. This unit is responsible for mobilizing large-scale contributions and grants from foundations, the private sector and government entities (with an initial focus on the USA). Two key priorities in fund-raising will be (i) to endow a scholarship programme to assist promising students from developing countries to study in UN University postgraduate programmes, and (ii) to strengthen the financial situation of selected UN University institutes in developing countries.

The Swiss Government has provided US$130,000, to be used over a two-year period, for the set-up and functioning of the UNU Development Office.

The Office has commenced its Government Development Initiative by reaching out to government officials in Europe, Africa and Asia as well as the USA. The Office is also initiating contacts with major international foundations. In 2011, the Office established (i) an internal global database of scholarships, and (ii) a grants database, with information on available funding resources.

**Coherence Initiative**

An additional priority, as articulated by the Rector at the mid-year Bureau meeting, is to improve the assimilation of the global UN University system, transforming it from the previous loose “confederation of institutes” to a more coherent “federal institution”. This encompasses keeping decisions on academic/substantive matters with the individual institutes, but promoting increased collaboration in teaching and research between the institutes and integrating non-substantive matters when efficiency gains are possible, as well as redefining and strengthening the concept of UNU Associated Institutions.
An Overview of the UN University System

The United Nations University encompasses 15 research and training institutes and programmes located in 13 countries around the world. The global UN University system is coordinated by UNU Centre, comprising 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.

Academic Units
The academic work of the UN University is carried out by a worldwide system of research and training institutes and programmes.

INSTITUTES

UNU Institute on Comparative Regional Integration Studies
UNU-CRIS (Bruges, Belgium) undertakes comparative and interdisciplinary research and training to deepen our understanding of the processes and impacts of intra- and inter-regional integration. The Institute aims to generate policy-relevant knowledge about new forms of governance and cooperation, and to contribute to capacity building on issues of integration and cooperation, particularly in developing countries; UNU-CRIS activities are organized into four research programmes: comparative regional integration; monitoring of regional integration; regional peace and security; and socio-economic dimensions of regional integration.

UNU Institute for Environment and Human Security
UNU-EHS (Bonn, Germany) explores problems and promotes solutions related to the environmental dimension of human security. The Institute has a particular focus on vulnerability assessment, resilience analysis, risk management and adaptation strategies, as well as on internal displacement and transboundary migration due to environmental push-factors. The four programmes under which UNU-EHS conducts its research are: environmental migration, social vulnerability and adaptation; vulnerability assessment, risk management and adaptive planning; environmental vulnerability and energy security; and enhancing graduate educational capacities for human security.

UNU Institute for Integrated Management of Material Fluxes and of Resources
UNU-FLORES (Dresden, Germany), which is expected to become operational in 2012, will contribute to the resolution of crucial challenges relating to sustainable...
use and integrated management of environmental resources (water, soil and waste), particularly in developing and transitional countries. It is envisaged that the Institute will consist of five units: systems and flux analysis; global change; water management; soil and land-use management; and waste management and contaminated sites.

UNU Institute of Advanced Studies
The mission of UNU-IAS (Yokohama, Japan) is to advance knowledge and promote learning for policymaking to meet the challenges of environmentally sustainable development. The Institute analyses local, regional and global environmental issues from inter- and multi-disciplinary perspectives, and offers the postgraduate degree programme Master of Science in Environmental Governance with Specialization in Biodiversity. The work of the Institute encompasses five programmes: education, sustainability and ecosystem assessment; environmental sustainability and governance; science and technology for sustainable societies; sustainable urban futures; and a traditional knowledge initiative.

UNU International Institute for the Alliance of Civilizations
UNU-IIAOC (Barcelona, Spain), which is expected to become operational in 2012, will contribute to the analysis and resolution of pressing challenges related to the alliance and dialogue of civilizations. An overarching concern of the Institute will be the promotion of good governance, cultural diversity, democracy and human rights. The Institute’s work will focus on: education; youth; media; and migration.

UNU International Institute for Global Health
UNU-IIGH (Kuala Lumpur, Malaysia) seeks to develop and strengthen global health services, policy frameworks and management actions, with a particular focus on health policymaking in developing countries. The Institute supports proactive and preventative approaches to human health across six thematic areas: accessibility, efficiency and quality of care in health systems; climate change and health; newly emerging and re-emerging diseases; chronic non-communicable diseases; information technology in health; and the impact of globalization on health.

UNU International Institute for Software Technology
UNU-IIST (Macao, China) aims to further the development and application of information and communication technologies to address the pressing global challenges of sustainable development. In 2011, the Institute reoriented its focus so as to better address the unmet needs that computing could serve in the developing world. The work of the Institute now focuses on electronic governance for sustainable development; information engineering for sustainability; strategies and technologies for education; and tools and techniques for evidence-based policy in higher education and research.

UNU Institute for Natural Resources in Africa
The work of UNU-INRA (Accra, Ghana) is central to the challenges faced by many of the countries on the African continent: soil and agricultural productivity, water quality and the availability of natural resources. Strengthening the capacity of African universities and other national institutions remains a fundamental challenge to ensuring the sustainable management of natural resources; this consideration is very important to the work of the Institute. UNU-INRA works with operating units in
five countries. The programme areas of the Institute are land and water; biodiversity and “green economy”; extractive industries; capacity building; visiting scholars; and small grants.

**UNU Institute for Water, Environment and Health**

UNU-INWEH (Hamilton, Ontario, Canada) responds directly to the global water crisis and facilitates global efforts to meet the UN Millennium Development Goals (MDGs). The Institute’s three core mandates are (i) to help developing countries meet the MDGs through capacity development, (ii) to facilitate knowledge enhancement and networking to address the global water crisis, and (iii) to foster better approaches to water management and governance through applied research designed to fill critical policy gaps. The Institute’s work is grouped into four thematic sub-programmes: coastal zone ecosystems; dryland ecosystems; freshwater ecosystems; and the water–health nexus.

**UNU Institute for Sustainability and Peace**

UNU-ISP (Tokyo, Japan) seeks to achieve and promote a better understanding of three of the most pressing issues on the UN agenda: global change; peace, security and human rights; and development. The Institute takes an innovative, cross-thematic approach to sustainability, aimed at solving current problems and anticipating future challenges. In September 2010, UNU-ISP introduced its new postgraduate programme: the Master of Science in Sustainability, Development, and Peace. UNU-ISP carries out its work under five programmes: climate and ecosystem change adaptation; graduate education and training; managing resources, technology and institutions for sustainable development; sustainable peace and human rights; and sustainable production, consumption and disposal.

**UNU Maastricht Economic and Social Research Institute on Innovation and Technology**

UNU-MERIT (Maastricht, Netherlands) explores the social, political and economic factors that drive technological innovation, with a particular focus on the creation and diffusion of and access to knowledge. Following the integration of the Maastricht Graduate School of Governance in December 2010, the Institute covers all aspects of governance in domestic and global organizations, from risk assessment to policy analysis, design and evaluation.

**UNU World Institute for Development Economics Research**

UNU-WIDER (Helsinki, Finland) undertakes multidisciplinary research and policy analysis on structural changes affecting the living conditions of the world’s poorest people. The Institute 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 for scholars and government officials. The programmes of UNU-WIDER are: economic policy and good governance; new challenges in development economics; poverty and inequality; and resources for economic growth and development.
PROGRAMMES

UNU Programme for Biotechnology in Latin America and the Caribbean
UNU-BIOLAC (Caracas, Venezuela) focuses on training and capacity development in biotechnology, always ensuring that biotechnological applications respect human and animal rights and do not negatively impact the environment. The Programme operates as a network of academic institutions, mobilizing teachers and students from across Latin America and worldwide. The work of UNU-BIOLAC is divided into three areas: biotechnology and development; biotechnology and society; and modern biotechnology.

UNU Food and Nutrition Programme for Human and Social Development
UNU-FNP (Ithaca, NY, USA) is dedicated to improving lives through the generation of new knowledge. The Programme provides access to current food and nutrition information within institutions, which can then be applied at a grassroots level by in-country nutrition professionals and practitioners. The Programme supports a network of scholars and scientists who collaborate within a global network of universities to facilitate the generation and application of innovative approaches to combat global food and nutrition challenges.

UNU Iceland Programme
The UNU Iceland Programme (Reykjavik, Iceland) consists of three independent capacity building programmes with mandates to assist developing countries in the sustainable use of natural resources. The programmes are hosted by government institutions/universities in Iceland that have signed agreements with the UN University, and are funded by the Government of Iceland.
• The UNU Geothermal Training Programme (UNU-GTP) assists developing countries with significant geothermal potential to establish groups of specialists in geothermal exploration and development.
• The UNU Fisheries Training Programme (UNU-FTP) helps interested countries achieve their fisheries development goals by strengthening the professional capacity and ability of fisheries trainees.
• The UNU Land Restoration Training Programme (UNU-LRT) trains specialists from developing countries to combat land degradation and restore degraded land, and assists in strengthening institutional capacity and gender equality in the field of land restoration and sustainable land management.

Coordination and Services Units
UNU Centre – Tokyo (Japan) serves as the programming, planning and administrative headquarters unit of the University. It comprises the Office of the Rector as well as administrative and academic services units that support the work of the global UN University system.
• The Office of the Rector (including two Vice-Rectorates) supports the Rector in his capacity as the chief academic and administrative officer of the UN University, and assists in executive management and coordination of the University system. The Office of the Rector provides an overall supporting role for governance and policy development within the global UN University system, and covers the legal affairs of the University.
• 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 and Registry** unit manages library services, information resources and archives, and the registry.

• The **Media Centre** coordinates public relations and provides a comprehensive range of communications (design, production, editorial and web development/management) and audio-visual creative services. It also collaborates on e-learning and open-source educational resource projects.

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

**UNU Centre – Kuala Lumpur** (Malaysia) assists the UN University system as an adjunct administrative, human resources and financial services unit.

The **UNU Vice Rectorate in Europe** (UNU-ViE; Bonn, Germany) was established to strengthen the UN University’s presence in Europe. The efforts of UNU-ViE are instrumental in advancing innovative capacity development, e-learning and technology transfer. UNU-ViE is also the implementation unit of 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) is responsible for developing, implementing and overseeing the UN University global strategy on fund-raising and development by identifying and creating fund-raising opportunities, mobilizing large magnitude funding and gathering support for the University.

The **UNU Office at the United Nations** (UNU-ONY; New York, NY, USA) acts as a bridge between the UN University and the United Nations system (the UN Secretariat and Permanent Missions), academia, foundations, NGOs and corporations in the areas of 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 the UN University by liaising with UNESCO on activities that are of particular relevance to the University. Its principal mission is to strengthen existing cooperation, stimulate the involvement of UNU expertise in UNESCO’s programmes, and explore potential joint projects in areas of mutual interest to both organizations.

**UNU Council**

The **Council of the United Nations 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).
### UNU Associated Institutions

In many of its activities, the UN University is assisted by a network of designated UNU Associated Institutions. These typically are organizations that are implementing large, multi-year joint programmes with the UN University. Currently, 20 institutions are designated by the UN University Council as UNU Associated Institutions.

### UN University Staffing

As of year-end 2011, the global UN University system had a personnel component of 616, of whom 193 (31 percent) were developing country nationals. UN University staff included nationals of at least 77 countries.

By gender, global UN University staff comprised 334 men and 282 women.

### UN University Financing

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 overall budget of the UN University in 2011 was US$52.4 million (half of the approved 2010–2011 biennial budget of US$104.8 million). The 2010–2011 biennial budget was financed approximately 67 percent by core income (including endowment fund income and operating contributions) and 33 percent by specific programme contributions.

In 2011, the final year of the biennium, the UN University received US$46.5 million in contributions from 20 governments and more than 130 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.
UN University 2011 Statistics

AN OVERVIEW OF THE UN UNIVERSITY SYSTEM
The UN University System

INSTITUTES
- UNU-CRIS, Bruges, Belgium
- UNU-EHS, Bonn, Germany
- UNU-IAS, Yokohama, Japan
- UNU-IIGH, Kuala Lumpur, Malaysia
- UNU-IIST, Macao, China
- UNU-INRA, Macao, China
- UNU-INWEH, Hamilton, Ontario, Canada
- UNU-ISP, Tokyo, Japan
- UNU-MERIT, Maastricht, Netherlands
- UNU-WIDER, Helsinki, Finland
- UNU-FLORES, Dresden, Germany*
- UNU-IIAOC, Barcelona, Spain*

PROGRAMMES
- UNU-BIOLAC, Caracas, Venezuela
- UNU-FNP, Ithaca, New York, USA
- UNU-FTP, Reykjavik, Iceland
- UNU-GTP, Reykjavik, Iceland
- UNU-LRT, Reykjavik, Iceland

ADMINISTRATIVE and ACADEMIC SERVICES UNITS
- UN University Centre – Tokyo, Japan
- UN University Centre – Kuala Lumpur, Malaysia
- UNU Vice-Rectorate in Europe, Bonn, Germany
- UNU Office at the United Nations, New York, NY, USA
- UNU Office at UNESCO, Paris, France

ASSOCIATED INSTITUTIONS
- Asian Institute of Technology; Bangkok, Thailand
- Center for Development Research, University of Bonn; Bonn, Germany
- Central Food Technological Research Institute; Mysore, India
- Cornell University; Ithaca, NY, USA
- Department of Food Science, Nutrition and Technology, University of Nairobi; Nairobi, Kenya
- Department of Nutrition and Food Science, University of Ghana; Legon, Ghana
- Gansu Natural Energy Research Institute; Gansu, China
- Global Fire Monitoring Center, Max Planck Institute for Chemistry; Freiburg, Germany
- Griffith University; Queensland, Australia
- Gwangju Institute of Science and Technology; Gwangju, Republic of Korea
- Institute of Nutrition and Food Technology, University of Chile; Santiago, Chile
- Institute of Nutrition, Mahidol University; Nakhon Pathom, Thailand
- Institute for Nutritional Sciences, Shanghai Institute for Biological Sciences, Chinese Academy of Sciences; Shanghai, China
- International Conflict Research Institute, University of Ulster; Northern Ireland, UK
- International Institute for Geo-Information Science and Earth Observation; Enschede, Netherlands
- National Energy Authority of the Republic of Iceland; Reykjavik, Iceland
- National Food Research Institute; Ibaraki, Japan
- National Institute of Public Health, Nutrition and Health Research Center; Cuernavaca, Mexico
- National Nutrition Institute, Egyptian Ministry of Health and Population; Cairo, Egypt
- Tufts University; Boston, MA, USA

AN OVERVIEW OF THE UN UNIVERSITY SYSTEM
The globalized context of the UN University agenda makes collaborative networking a critical foundation for much of the University’s work. The UN University’s formal and informal cooperative relationships with other UN organizations are of particular importance.

At the highest level, the UN University contributes to 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.

In 2011, the UN University worked with some 45 UN system partners:

- Convention on Biological Diversity (CBD)
- 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)
- 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 Public Information (UNDPI)
- 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 (ESCWA)
- 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 Educational, Scientific and Cultural Organization (UNESCO)
- United Nations Environmental Programme (UNEP)
- United Nations Framework Convention on Climate Change (UNFCCC)
- United Nations Global Compact
- 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 Population Fund (UNFPA)
- United Nations Research Institute for Social Development (UNRISD)
- United Nations Office of the Secretary-General (UN-OSG)
- United Nations Secretary-General’s Special Adviser 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)
- World Trade Organization (WTO)
Contributions Received by the UN University in 2011

1 January – 31 December 2011

In addition to these direct contributions, the UN University benefits from indirect support. In 2011, major contributions not paid directly into the UN University account included US$3.4 million from the Government of Iceland to support the activities of UNU-FTP, UNU-GTP and UNU-LRT, and US$1.9 million from the Flemish Government (Belgium) to support the activities of UNU-CRIS.

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<th>GOVERNMENTS</th>
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<td>The Christensen Fund</td>
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<td>The Royal Swedish Academy of Sciences</td>
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<td>United Nations Educational, Scientific and Cultural Organization (UNESCO)</td>
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<td>United Nations Office for Project Services (UNOPS)</td>
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<td>United Nations Economic Commission for Africa (UN-UEA)</td>
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<td>University of Indonesia</td>
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<td>University of Koblenz-Landau</td>
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<td>University of Tokyo</td>
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<td>Vereniging NVMP</td>
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<td>World Health Organization (WHO)</td>
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<td>World Meteorological Organization (WMO)</td>
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<td>72 other donors</td>
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<td><strong>(individual contributions of less than US$20,000)</strong></td>
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<td><strong>Subtotal</strong></td>
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<td><strong>Total</strong></td>
<td><strong>46,531,922</strong></td>
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* In addition to these direct contributions, the UN University benefits from indirect support. In 2011, major contributions not paid directly into the UN University account included US$3.4 million from the Government of Iceland to support the activities of UNU-FTP, UNU-GTP and UNU-LRT, and US$1.9 million from the Flemish Government (Belgium) to support the activities of UNU-CRIS.
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Fax: +81-3-3499-2828
E-mail: mbox@unu.edu
Website: unu.edu

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