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53-70 Jingumae 5-chome
Shibuya-ku, Tokyo 150-8925 JAPAN

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Introduction

In autumn 2014, the United Nations University (UNU) entered its 40th year of operation. Since September 1975, when it commenced activities in Tokyo with a staff of fewer than 30 and a first-year budget of US$3.6 million, UNU has grown to become a global network of research and training institutes with a staff of 479 and annual budget of more than $65 million.

In this time, persistent global issues, such as poverty reduction, human development versus environmental preservation, and peace and security, have grown in scale and complexity. Meanwhile, a host of new challenges have emerged, many of them spanning diverse policy fields.

The reality is that traditional policies and international structures are often ill-equipped to respond to today's global challenges. It has become increasingly apparent to UNU that, in order to contribute effectively to solving today's (and tomorrow's) challenges, the operational and research models developed over the past four decades must be constantly re-examined.

Under its sixth Rector, David M. Malone, UNU has begun implementing a number of institutional changes to become more responsive to the needs of the United Nations and its Member States, and to enhance the tangible impact of UNU research on intergovernmental deliberations and policy. These include, inter alia, a renewed effort to build policy linkages with the rest of the UN system, the development of larger and more ambitious research projects, and a re-energization of fund-raising efforts. The aim is to position UNU as an agile player in both the research and policy development arenas, and to broaden its community of donors and supporters.

The mandate of UNU, as per its Charter, is to assist in finding solutions to pressing global problems, with a particular focus on the needs of developing countries. Toward this end, UNU research strives to integrate knowledge from multiple disciplines so as to better understand complex problems and evaluate the potential efficacy of alternative solutions.

Although UNU has always produced research with strong academic and scientific value, that research has not always generated policy-relevant knowledge. The aim of the ongoing institutional changes is to focus UNU research more specifically on identifying practical solutions to real problems, and to translate those findings into knowledge that can contribute to important policy debates within the UN system.

This document provides a snapshot of the global UNU system and its major activities and achievements in 2014, as well as an overview of the recent institutional developments and new priorities that will shape the UNU of the future.
Council Chair’s Message

Over the past two years — encouraged by the UN Secretary-General and supported by the UNU Council — Rector Malone has led the United Nations University through a future-oriented reappraisal of its objectives and business operations. This process included an external “Peer Evaluation of the United Nations University” and an internal, systemwide discussion on the priorities and strategic goals of UNU that elicited a variety of ideas on new modalities of research, capacity building, policy development and communication. These two efforts fed into the UNU Strategic Plan 2015–2019, which was adopted by the UNU Council in December.

The goal of this reappraisal initiative, and the new strategic plan, is to more precisely align UNU’s research efforts with the major issues on the agenda of the UN system, as well as to make the outcomes of UNU’s research more readily accessible to and understandable by policymakers. This will enable UNU to contribute more substantively to international decision-making and policymaking processes.

In short, it will make UNU more relevant, and thus better able to fulfill its charter mandate of “research into the pressing global problems of human survival, development and welfare that are the concern of the United Nations and its agencies”.

This annual report displays the initial fruits of the ongoing reappraisal initiative, and offers a foretaste of expected future harvests. It provides highlights of work carried out during the past year, and includes information about UNU’s structure, governance and resources.

As you read through this report, I’m sure you will agree that 2014 was a year of significant accomplishment for UNU, and one that sets the stage for future achievement as the “go to” think tank for the United Nations system.

In closing, on behalf of the UNU Council, I would like to thank Rector Malone, the Vice-Rectors and Institute Directors, as well as the researchers and staff at UNU for their efforts to help UNU realize its potential as an agile player in the research and policy development arenas. I would like to thank, too, the global community of partners, donors and supporters who have enabled and enhanced the work and accomplishments of UNU.

Mohammed H.A. Hassan
Council Chair
Rector’s Message

The year 2014 presented monumental challenges to global diplomacy as conflicts raged and extremism spread. It began with violent protests in Ukraine that toppled the government, followed by Russia’s annexation of Crimea, and continued conflict in the east of the country.

In the middle of 2014, Iraq was thrown into crisis by the Islamic State of Iraq and the Levant’s (ISIL) occupation of the city of Mosul. In the name of the “caliphate”, ISIL gained control of large parts of both Syria and Iraq, causing consternation across the globe. Another significant event attracting international attention and concern was the outbreak of Ebola in Western Africa — the largest in history — affecting Guinea, Liberia and Sierra Leone with over 22,000 cases. The global response was unprecedented in terms of making available the people, materials and money required to contain the epidemic. It is an example of international cooperation at its best.

The year 2014 presented immense challenges for the United Nations system, pushing our response capacities to the limit. The number of UN personnel deployed in highly volatile security environments was unprecedented. Yet at the same time, it was also a year of advances.

In an address to the General Assembly, Secretary-General Ban Ki-moon outlined two areas where significant progress was made in 2014. The first was the publication of a synthesis report entitled “The Road to Dignity by 2030: Ending Poverty, Transforming All Lives and Protecting the Planet” in December. According to the Secretary-General, we now have “foundations of an inspiring new development agenda, including a proposed set of sustainable development goals”.

The second significant step forward was the adoption of the “Lima Call for Climate Action” and the positive actions proposed by the United States, China and the European Union with respect to measures to reduce the risks of climate change.

All of this suggests that 2015 will be a tremendously important year for the United Nations and for everyone on the planet. It will mark the 70th anniversary of the establishment of the United Nations, and a year in which many pressing issues will top the global agenda.

In 2014, the United Nations University — particularly through research activities of the UNU institutes, the new UNU Centre for Policy Research and the UNU Office at the United Nations in New York — was at the heart of the United Nations’ search for solutions to these global pressing issues. One significant and highly visible example was UNU’s contribution to the Secretary-General’s Climate Summit in September 2014, with the organization of a thematic session on “The Economic Case for Climate Action” that brought together a distinguished panel of internationally respected experts.

The year 2014 marked the start of new phase in the close relationship between UNU’s research outcomes and the policy processes of the United Nations. It is a solid foundation upon which we intend to build in the years ahead, and especially in 2015 as we mark the 40th anniversary of the start of UNU’s operations in Japan.

David M. Malone
Rector
About UNU

The United Nations University (UNU) is a solution-focused think tank and research organization. Its mission is to contribute to efforts to resolve “the pressing global problems of human survival, development and welfare that are the concern of the United Nations and its agencies”. Functioning under the joint sponsorship of the United Nations and UNESCO, UNU operates as a global network of academic institutes and programmes coordinated by UNU Centre.

As a think tank for the United Nations system, UNU undertakes focused, policy-relevant research that can offer objective, science-based perspectives in the service of policy debate and development. UNU carries out its work in collaboration with other UN system entities (agencies, programmes, commissions, funds and convention secretariats) and with leading universities, research institutes and think tanks worldwide, thereby acting as a bridge between UN policy communities and academic communities (particularly those in developing countries).

Human & Financial Resources

Personnel

UNU enjoys a unique blend of human assets. UNU staff members have expertise in research that spans a wide range of vital issues, and in effective analysis, “knowledge translation” and communication.

As of year-end 2014, the global UNU system had a personnel complement of 479, of whom 35% were developing country nationals and 44% were women.

Budget

UNU receives no funds from the regular United Nations budget; it relies on investment income from the UNU Endowment Fund and on contributions (from host governments of the University’s institutes, foundations, agencies, international organizations and other sources). In 2014, UNU received US$46.9 million in contributions from 22 governments and some 112 other sources.

The projected UNU budget for the 2014–2015 biennium is US$131.4 million: US$47.8 million of special programme contributions, US$37.0 million of operating contributions, US$32.8 million of endowment fund income, and a cumulative surplus carried forward/other income of US$13.8 million.

It is planned that this budget will be expended during the biennium on academic activities (US$66.0 million), personnel costs (US$41.8 million) and general expenses (US$23.6 million, including a reimbursable allocation of US$2.1 million from the UNU Endowment Fund for refurbishment of the UNU Headquarters Building). Any additional contributions received during the biennium above the projected amount will be used to support existing or new academic activities.
Contributions Received by UNU
1 January – 31 December 2014

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<th>GOVERNMENTS</th>
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<td>Australia</td>
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<td>Austria</td>
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<td>Belgium</td>
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<td>Canada</td>
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<td>China</td>
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<td>Denmark</td>
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<td>European Union (European Commission)</td>
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<td>Finland</td>
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<td>Germany</td>
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<td>Japan</td>
<td>8,369,236</td>
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<td>Macau</td>
<td>445,477</td>
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<td>Malaysia</td>
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<td>Netherlands</td>
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<td>Norway</td>
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<td>Portuguese Republic</td>
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<td>Republic of South Africa</td>
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<td>Spain</td>
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<td>Sweden</td>
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<td>United Kingdom</td>
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<td>USA (Environmental Protection Agency)</td>
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<td>Allianz SE</td>
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<td>Arrow Electronics</td>
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<td>Asian Development Bank - Metro Manila, Philippines</td>
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<td>Asia-Pacific Network for Global Change Research (APN)</td>
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<td>Asia-Pacific Network for Sustainable Forest Management and Rehabilitation</td>
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<td>AXA</td>
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<td>Buendnis Entwicklung Hilft</td>
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<td>Canon Inc.</td>
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<td>Dell Corporation Ltd.</td>
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<td>Central Institute for Economics Management</td>
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<td>City of Yokohama</td>
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<td>Dell Corporation Limited, Ireland</td>
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<td>Deutsche Forschungsgemeinschaft</td>
<td>78,569</td>
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<tr>
<td>Deutsche Gesellschaft für Internationale Zusammenarbeit (GTZ) GmbH</td>
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<tr>
<td>Deutsche Gesellschaft für Technische Zusammenarbeit (formerly known as GTZ)</td>
<td>110,392</td>
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<td>Deutsches Zentrum für Luft- und Raumfahrt e.V. (DLR)</td>
<td>60,798</td>
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<td>EMPA-Swiss Federal Laboratories For Materials Science and Technology</td>
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<td>Farmer's Market Association</td>
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<td>Food and Agriculture Organization of the United Nations</td>
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<td>Geneva Global Inc.</td>
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<td>Germanwatch e.V.</td>
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<td>Global E-Sustainability Initiative (GESI)</td>
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<td>Ibaraki University</td>
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<td>Institute for Global Environmental Strategies</td>
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<td>InterAction Council (Canadian Secretariat)</td>
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<td>International Center for Agricultural Research in the Dry Areas (ICARDA)</td>
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<td>International Water Management Institute (IWMI)</td>
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<td>Japan Foundation for the United Nations University</td>
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<td>Japan Science and Technology Agency</td>
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<td>Kanazawa City</td>
<td>257,254</td>
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<td>Kirin Holdings Company, Ltd.</td>
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<td>Korea International Cooperation Agency</td>
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<td>Maastricht Graduate School of Governance</td>
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<td>MacArthur Foundation</td>
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<td>Osaka University</td>
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<td>Tokyo Institute of Technology</td>
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<td>United Nations Convention to Combat Desertification</td>
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<td>United Nations Department of Economic and Social Affairs</td>
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<td>United Nations Economic Commission for Africa</td>
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<td>United Nations Educational, Scientific and Cultural Organization</td>
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<td>United Nations Environment Programme</td>
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<td>United Nations Industrial Development Organization</td>
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<td>United Nations Office for Project Services</td>
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<td>United Nations Water</td>
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<td>University of Copenhagen, Department Of Economics</td>
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<td>University of Hannover</td>
<td>54,125</td>
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<td>University of Tokyo</td>
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<td>Other donors (60 other donors with individual contributions of less than US$20,000)</td>
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<td><strong>TOTAL</strong></td>
<td><strong>46,933,463</strong></td>
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In addition to the above amounts, in 2014 UNU benefited from indirect contributions not paid directly to the University, including US$34.30 million from the Government of Iceland to support the activities of UNU-FTP, UNU-GEST, UNU-GTP and UNU-LRT.
Governance and Leadership

UNU Council

As the governing board of the University, the UNU Council, inter alia, formulates the principles and policies of UNU and advises on/approves the UNU work programme and biennial budget. Members of the Council — who serve in an individual capacity rather than as representatives of their countries — are appointed by the Secretary-General of the United Nations with the concurrence of the Director-General of UNESCO. In addition to these appointed members, the Council includes the UNU Rector and three ex officio members (the UN Secretary-General, UNESCO Director-General and UNITAR Executive Director).

Two sessions of the UNU Council were convened in 2014.

At its 61st session, on 12–13 May at the Kolbe Hotel in Rome, Italy, the UNU Council, inter alia: reviewed and discussed the strategic plans of the individual UNU institutes and programmes, and the proposed outline and elements of the UNU Strategic Plan 2015–2019; considered and approved revisions to the 2014–2015 biennial budget; reviewed the progress and status of ongoing and new institutional development initiatives; adopted the Statute of UNU-EGOV and approved the host country and bilateral agreements; and adopted the Statute of the consolidated UNU-IAS.

At its 62nd session, on 8–9 December at UNU Headquarters in Tokyo, the UNU Council, inter alia: considered the final report of an external evaluation of UNU; adopted the UNU Strategic Plan 2015-2019; considered and approved a revised biennial programme and budget for 2014-2015; and reviewed progress towards establishment of a UNU institute in Dakar, Senegal.

For more about the UNU Council and Council member profiles, see unu.edu/about/unu-council.

UNU Rectorate

The Rector, based at UNU Headquarters in Tokyo, is the chief academic and administrative officer of UNU. The current (sixth) Rector of UNU is David M. Malone (Canada), who holds the rank of Under-Secretary-General of the United Nations.

Three Vice-Rectors assist Rector Malone: Senior Vice-Rector Kazuhiko Takeuchi (Japan) and Vice-Rector Max Bond (USA), who are based at UNU Headquarters in Tokyo, and Vice-Rector in Europe Jakob Rhyner (Switzerland), who is based at UNU-ViE in Bonn.

For leadership profiles, see unu.edu/about/unu/leadership.

CONDIR

The role of the Conference of Directors of UNU Research and Training Centres and Programmes (CONDIR) is to “review and evaluate the programmes of research being undertaken, and advise and assist the Rector in the improvement of current programmes and in the definition and planning of new programmes for the University system”. CONDIR held its 46th session, in conjunction with the 7th meeting of the UNU Academic Committee, in Rome on 11 May. Discussions focused on the strategic plans of the individual institutes and programmes, developments in the UNU system during the preceding year, and matters related to the University’s postgraduate degree programmes.
The Global UNU System
The United Nations University system encompasses a global network of research and training institutes and programmes. Online, see unu.edu/about/unu-system.

UNU Centre
The global UNU system is coordinated by UNU Centre, which comprises:
• the Headquarters in Tokyo (Office of the Rector, UNU Centre for Policy Research, and Administration, Campus Computing Centre, and Office of Communications units);
• the UNU Vice-Rectorate in Europe (UNU-VIE) in Bonn;
• an administrative services unit in Kuala Lumpur;
• an operating unit on Policy-Driven Electronic Governance (UNU-EGOV), established in July in Guimarães, Portugal; and
• liaison offices at the United Nations in New York (UNU-ONY) and at UNESCO in Paris (UNU-OP).

UNU Institutes and Programmes
The academic work of the University is carried out by its global network of Research and Training Institutes and Programmes:
• UNU-BIOLAC — UNU Programme for Biotechnology in Latin America and the Caribbean; Caracas, Venezuela (established in 1988)
• UNU-CRIS — UNU Institute on Comparative Regional Integration Studies; Bruges, Belgium (2001)
• UNU-EHS — UNU Institute for Environment and Human Security; Bonn, Germany (2003)
• UNU-FLORES — UNU Institute for Integrated Management of Material Fluxes and of Resources; Dresden, Germany (2012)
• UNU-GCM — UNU Institute on Globalization, Culture and Mobility; Barcelona, Spain (2012)
• UNU-IAS — UNU Institute for the Advanced Study of Sustainability; Tokyo, Japan (2014)
• UNU-IIGH — UNU International Institute for Global Health; Kuala Lumpur, Malaysia (2007)
• UNU-INRA — UNU Institute for Natural Resources in Africa; Accra, Ghana (1990)
• UNU-INWEH — UNU Institute for Water, Environment and Health; Hamilton, Ontario, Canada (1996)
• UNU-MERIT — UNU Maastricht Economic and Social Research Institute on Innovation and Technology; Maastricht, Netherlands (2006)
• UNU-WIDER — UNU World Institute for Development Economics Research; Helsinki, Finland (1985)
• UNU’s Iceland-based programmes — UNU Geothermal Training Programme (UNU-GTP; 1979), UNU Fisheries Training Programme (UNU-FTP; 1998), UNU Land Restoration Training Programme (UNU-LRT; 2010), UNU Gender Equality Studies and Training Programme (UNU-GEST; 2013); Reykjavik, Iceland

UNU Associated Institutions
In many of its activities, the University is assisted by a network of designated UNU Associated Institutions — typically organizations that are implementing large, multi-year joint programmes with UNU. For a list of the institutions designated by the UNU Council as UNU Associated Institutions, see unu.edu/about/unu-system/associated.
## UNU Timeline

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Details</th>
</tr>
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<tbody>
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<td>1969</td>
<td>Then UN Secretary-General U Thant proposes “the establishment of a United Nations university, truly international and devoted to the Charter objectives of peace and progress”</td>
<td></td>
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<tr>
<td>1972</td>
<td>UN General Assembly approves establishment of the United Nations University (resolution 2951 (XXXVII))</td>
<td></td>
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<tr>
<td>1973</td>
<td>UN General Assembly adopts UNU Charter (resolution 3081 (XXVIII))</td>
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<td>1974–1980</td>
<td>1st Rector: <strong>Dr. James M. Hester</strong> (USA)</td>
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<tr>
<td>1975</td>
<td>UNU formally launches academic operations in Tokyo, Japan</td>
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<tr>
<td>1978</td>
<td>UNU Geothermal Training Programme established (UNU-GTP, Iceland)</td>
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<tr>
<td>1980–1987</td>
<td>2nd Rector: <strong>Dr. Soedjatmoko</strong> (Indonesia)</td>
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</tr>
<tr>
<td>1985</td>
<td>UNU World Institute for Development Economics Research established (UNU-WIDER, Finland)</td>
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<td>1987–1997</td>
<td>3rd Rector: <strong>Prof. Heitor Gurgulino de Souza</strong> (Brazil)</td>
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<td>1988</td>
<td>UNU Programme for Biotechnology in Latin America and the Caribbean established (UNU-BIOLAC, Venezuela)</td>
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<tr>
<td>1990</td>
<td>UNU Institute for New Technologies established (UNU-INTECH, Netherlands); UNU Institute for Natural Resources in Africa established (UNU-INRA, Ghana)</td>
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<tr>
<td>1992</td>
<td>UNU International Institute for Software Technology established (UNU-IIST, Macao, China)</td>
<td></td>
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<tr>
<td>1995</td>
<td>UNU International Leadership Institute established (UNU-ILI, Jordan); operation suspended in 2009</td>
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<tr>
<td>1996</td>
<td>UNU Institute of Advanced Studies established (UNU-IAS, Japan); UNU Institute for Water, Environment and Health established (UNU-INWEH, Canada)</td>
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<tr>
<td>1997–2007</td>
<td>4th Rector: <strong>Prof. Dr. Hans J. A. van Ginkel</strong> (Netherlands)</td>
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<tr>
<td>1998</td>
<td>UNU Fisheries Training Programme established (UNU-FTP, Iceland)</td>
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<tr>
<td>2001</td>
<td>UNU Institute on Comparative Regional Integration Studies established (UNU-CRIS, Belgium)</td>
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<tr>
<td>2003</td>
<td>UNU Institute for Environment and Human Security established (UNU-EHS, Germany)</td>
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<tr>
<td>2006</td>
<td>UNU-INTECH integrated with Maastricht Economic Research Institute on Innovation and Technology to create UNU Maastricht Economic and Social Research Institute on Innovation and Technology (UNU-MERIT, Netherlands)</td>
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<tr>
<td>2007</td>
<td>UNU International Institute for Global Health established (UNU-IIGH, Malaysia); UNU Vice-Rectorate in Europe established (Germany)</td>
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<tr>
<td>2007–2013</td>
<td>5th Rector: <strong>Dr. Konrad Osterwalder</strong> (Switzerland)</td>
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<tr>
<td>2009</td>
<td>UNU Centre Peace and Governance Programme and Environment and Sustainable Development Programme merged to create UNU Institute for Sustainability and Peace (UNU-ISP, Japan)</td>
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<tr>
<td>2010</td>
<td>UNU Land Restoration Programme established (UNU-LRT, Iceland)</td>
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<tr>
<td>2012</td>
<td>UNU Institute for Integrated Management of Material Fluxes and of Resources established (UNU-FLORES, Germany); UNU Institute on Globalization, Culture and Mobility established (UNU-GCM, Spain)</td>
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<tr>
<td>2013</td>
<td>UNU Gender Equality Studies and Training Programme established (UNU-GEST, Iceland)</td>
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<tr>
<td>2013–</td>
<td>6th (current) Rector: <strong>Dr. David M. Malone</strong> (Canada)</td>
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<tr>
<td>2014</td>
<td>UNU Institute for Sustainability and Peace and UNU Institute of Advanced Studies consolidated to create UNU Institute for the Advanced Study of Sustainability (UNU-IAS)</td>
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2014 Institutional Highlights

Among the institutional highlights of UNU in 2014 were the following.

Consolidation of UNU-IAS & UNU-ISP

The University’s two Japan-based research and training institutes — the UNU Institute of Advanced Studies (UNU-IAS, established in 1996) and the UNU Institute for Sustainability and Peace (UNU-ISP, established in 2009) — were merged to create the UNU Institute for the Advanced Study of Sustainability (also known as UNU-IAS). The merger, endorsed by the UNU Council in April 2013, was formally launched on 1 January 2014. The consolidated UNU-IAS is located in the UNU Headquarters Building in Tokyo.

Establishment of UNU-CPR

The UNU Centre for Policy Research (UNU-CPR) was established in 2014 within UNU Centre in Tokyo as part of the broader effort to enhance UNU’s policy relevance in the fields of peace and security as well as global development. UNU-CPR’s core mission is to generate policy research that speaks to major debates in the wider UN community, as well as the UN Secretary-General’s priorities in these areas.

UNU-CPR has two core programmes. The first focuses on the changing nature of violence and provides concrete insights into how humanitarian, development and security actors need to adapt to reduce violence and its impact on society in the context of organized crime, terrorism, criminal violence and rapid urbanization. The second focuses on securing developmental outcomes in fragile contexts, and supports the process leading to the post-2015 development agenda.

Evolution of UNU-ONY

The role of the UNU Office at the United Nations in New York (UNU-ONY) is evolving, with the overarching aims of (i) making UNU more visible within the UN system and (ii) serving as a key node in a larger network of policy connections that have potential value for UNU and its researchers. In 2014, UNU-ONY hosted three visits by the UNU Rector, organized more than 50 bilateral meetings, and arranged visits by staff from 15 UNU entities that led to several high-profile engagements with UN policy processes.

Launch of the UNU Migration Network

The UNU Migration Network was launched in February as a collaborative initiative of UNU-CRIS, UNU-EHS, UNU-GCM (network coordinator), UNU-IIGH and UNU-MERIT. It seeks to contribute to evidence-based policymaking by assembling information on current activities and events of the global UNU system that relate to migration in the context of development.

Establishment of UNU-EGOV

The UNU Operating Unit on Policy-Driven Electronic Governance (UNU-EGOV) began operating on 1 July in Guimarães, Portugal, in premises provided by the University of Minho. UNU-EGOV is an outgrowth of the electronic governance component of the former UNU Institute for Software
Technology (UNU-IIST) in Macao. Its focus is on transforming the mechanisms of governance, and building effective governance capabilities, through strategic applications of information and communication technologies.

Progress in establishing UNU-IRADDA

The UNU Institute for Sustainable Development (L’Institut de Recherche d’Alger pour le Développement Durable de l’Afrique; UNU-IRADDA) is on track to be established in Algiers, Algeria, in 2015. A UNU Headquarters delegation met in Algiers in March with officials of the Government of Algeria and the National Social and Economic Council. In April, UNU received the first instalment of the Algerian Government’s pledge for UNU-IRADDA.

A UNU-wide evaluation

An evaluation team, comprising three external experts, was tasked by the UNU Council with evaluating the extent to which UNU has:

- functioned effectively as a cutting-edge think tank for the United Nations,
- served as an effective conduit between academic communities in developing countries and UN policy communities, and
- pursued a problem-oriented approach in its research, and generated relevant, high-quality outputs.

The Council further requested the evaluation team to provide advice and recommendations on how UNU could best fulfill these functions in the future.

The evaluation process, which began in late January, encompassed respondent/key informant interviews, focus group sessions and student meetings, and the review of a large number and variety of collateral documents and briefing notes. “A 10-Year UNU-wide Retrospective Evaluation: Final Report”, submitted by the team in October, was tabled at the 62nd session of the UNU Council in December.

Changes in top leadership

- Kazuhiko Takemoto was appointed Director of the new UNU Institute for the Advanced Study of Sustainability, effective 1 January.
- Sebastian von Einsiedel was appointed Director of the UNU Centre for Policy Research, effective 1 February.
- Govindan Parayil, UNU Vice-Rector since 29 July 2008 (and concurrently Director of UNU-IAS from 1 January 2009 to 31 December 2013) left UNU on 29 July.
- Max Bond, UNU Executive Officer, was appointed to the concurrent post of UNU Vice-Rector, effective 1 August.
Institutional Priorities, 2015–2019

Despite its name, UNU is not (nor was it ever intended to be) a traditional “university”. Rather, it is a specialized think tank whose research contributions are defined by its unique position as a member of the United Nations system.

Under the leadership of Rector David M. Malone, UNU has been reappraising its operations, refining its research focus and clarifying its strategic direction so as to better respond to the needs of the United Nations and to enhance its tangible impact on policy and intergovernmental deliberations. The initial priorities of this reappraisal, instituted in 2013, were to:

- enhance the organizational effectiveness and management of the global UNU system;
- integrate research, engagement and communications efforts so as to make UNU’S research outputs more accessible to policymakers; and
- recruit high-calibre experts (researchers and communicators) who can bring in new ideas and research funds, implement projects effectively, and engage with policymakers.

In 2014 — as part of University-wide discussions on future modalities of research, capacity building, policy development and knowledge-translation activities — the individual institutes and programmes of the UNU system developed new strategic plans. These served as a basis for developing the systemwide UNU Strategic Plan 2015–2019, which was approved by the UNU Council at its 62nd session in December.

Organizational Priorities

The UNU Strategic Plan 2015–2019 sets out four key organizational priorities:

Organizational excellence (at all levels): Institutes will have greater autonomy in policy-setting, management and planning, with UNU Centre providing overall strategic guidance and setting new benchmarks of excellence in research, management and entrepreneurship. Other measures include facilitating more effective oversight by the UNU Council, and further empowering the institute advisory boards and committees.

Sustainable growth: Growth of the global UNU system over the past four decades has tended to be “opportunistic” (based on external requests or offers of funding) rather than strategic. Proposals for new UNU units hereafter will be channelled into one of two structural models — operating unit or institute — based on a new funding benchmark designed to ensure long-term financial sustainability.

Streamlining of partnerships: UNU relies on a diverse web of collaborators, supporters and associated affiliates. While this has benefitted the work of the University, not all partnerships have been financially stable or contributed to UNU’s core objectives. Henceforth, the emphasis will be on top-quality collaborations that are demonstrably meaningful and outcome-oriented, and which further the research objectives of UNU.

Restructuring of teaching and capacity development activities: Under the previous strategic plan, UNU had embarked on a systemwide effort to establish full-fledged postgraduate degree programmes. While this endeavour was successful in several institutes, it inevitably (due to limited resources) has undermined UNU’S focus on policy relevance and research excellence. The emphasis on postgraduate education will be scaled back, with a clear preference given to developing doctoral-level degree programmes that can contribute to and reinforce UNU research.
Similarly, capacity development activities undertaken outside of a formalized degree programme will be required to show that they fit within the overall aims of UNU, bring demonstrable value, and do not consume resources that otherwise could be allocated to high-impact research and policy development.

Research Priorities

The new strategic plan calls for UNU (i) to refocus its expertise and resources on topics that are of special relevance to the United Nations and its Member States, and (ii) to strengthen efforts to make UNU research findings (and researchers) both visible and accessible. In this context, UNU will overhaul its approach to fund-raising, eschewing small grants in favour of fewer (but larger) subventions that enable the implementation of more ambitious research projects.

UNU research will be guided by the needs of policymakers, with new research proposals required to demonstrate policy relevance (and with target audiences clearly identified from the outset). Quality will take precedence over quantity; the overall number of academic outputs will be reduced in favour of fewer, higher impact publications.

Recognizing that the possibilities for synergies between UNU institutes are greater when research efforts are more focused, the UNU Strategic Plan 2015–2019 narrows the global UNU work programme from the previous five thematic clusters to three:

- Peace and Governance;
- Global Socio-economic Development, Innovation and Inclusion; and
- Climate and Energy.

If resources permit, these three thematic clusters may be supplemented by other substantive areas of research.
The Work of UNU

UNU functions as the global think tank for the United Nations, undertaking issue-focused research, teaching and capacity development, and providing advisory services to the UN system and for UN Member States. To effectively fulfil this role, UNU maintains close cooperative relationships with other United Nations system entities — agencies, programmes, commissions, funds and convention secretariats — as well as with leading universities and research institutions all over the world, thereby serving as a bridge between the United Nations and the international academic community.

UNU seeks to:

• influence policymaking at national, regional and international levels, and within the United Nations system;
• contribute to UN assessments and to the work of other UN system entities and civil society organizations;
• raise awareness about pressing global issues, and contribute to the rethinking/revisiting of existing policies and theories;
• assist developing countries to enhance their institutional and individual capacities for research and teaching, and support developing country academic communities; and
• provide specialized postgraduate-level training, develop relevant curriculums, and further the advancement of interdisciplinary, science-based knowledge.

In undertaking its work, UNU employs an interdisciplinary, problem-solving approach that integrates the quantitative rigour of the natural and physical sciences with the qualitative insights of the social sciences and humanities. With intellectual independence guaranteed by its Charter, UNU is able to offer unbiased, fresh perspectives on current and emerging global challenges.
Policy Impact

The policy impact of a global think tank can be challenging to measure. It may be encapsulated in the form of key policy reports feeding into international processes, through the provision of advisory services to international organizations and national governments, through the organization’s participation in key global networks, and in the form of invitations to provide expert judgements or advice to policymakers and others. These are just some examples of how policy processes can be influenced and shaped based on the outcomes from evidence-based research.

In 2014, UNU invested considerable resources in the enhancement of the University’s think-tank function as UNU-CPR began operations in Tokyo, but also through the work of UNU-ONY and UNU’s global network of institutes and programmes.

This section of the annual report provides information on some of the key policy-relevant initiatives implemented in 2014 in relation to the thematic concerns of the United Nations, and in particular areas where UNU made significant contributions.

Post-2015 Development Agenda

In 2014, the United Nations system continued to work with governments, civil society and other partners to develop an ambitious post-2015 development agenda in advance of the 2015 Summit, where the new Sustainable Development Goals (SDGs) will be formally adopted.

UNU was involved in this activity in a number of ways. For instance, the UNU-IAS project on Governance for Sustainable Development, supported by the Japan Ministry of the Environment, contributed to the international discussions regarding establishment of the SDGs. In 2014, the project produced a series of six policy briefs, three of which were launched at a policy forum in May at UN Headquarters in New York, with the aim of informing discussions of the SDG Open Working Group (OWG). Policy proposals from one of the briefs were included in the OWG outcome document.

UNU-IIGH, in partnership with the International Council for Science, convened a side event at the 7th session of the OWG in New York that explored how systems thinking can inform our understanding of complex urban challenges, and what this implies for the setting of goals for sustainable development and best practices in urban management and planning for health. The OWG has proposed a stand-alone urban SDG, and UNU-IIGH continues to work with academic, civil society and governmental partners to ensure a focus on health in the targets and indicators for this SDG.
UNU-INWEH continued its engagement in the deliberations around the post-2015 development agenda, particularly those pertaining to water, in partnership with the UN Office on Sustainable Development (UNOSD), the Global Water Partnership and McMaster University. Building on previous work on water-related SDGs, UNU-INWEH undertook an analysis of 11 countries in Africa, Latin America, North America and South-East Asia with the aim of facilitating on-going SDG negotiations by providing evidence-based information. A two-day expert consultation was held in Hamilton in October to discuss the analyses. The project’s final report will be presented at UN Headquarters in February 2015, in collaboration with the UN Department of Economic and Social Affairs and UNOSD.

UNU-WIDER undertook a series of activities feeding into the debate around the post-2015 development agenda. These included the 2014 UNU-WIDER Annual Lecture at UN Headquarters, delivered by Prof. Peter Timmer, on the topic of structural transformation as well as the overview of 15 lessons for post-2015 that emerged out of the ReCom project. The UNU-WIDER Director continues to be an active member of the UN System Task Team on the Post-2015 UN Development Agenda.

Climate Change

Climate change remained high on the UN system agenda in 2014 and a major priority for the Secretary-General. As part of a global effort to mobilize action, heads of state and government, together with leaders from business, finance and civil society were invited to the Climate Summit held in New York on 23 September, where UNU-CPR, in partnership with UNU-EHS and UNU-ONY, hosted a thematic session on “The Economic Case for Climate Action”. Additionally, the UNU-WIDER Development Under Climate Change (DUCC) project, selected as “one to watch” in the Big Data Climate Challenge that was part of the build-up to the Climate Summit, has attracted widespread interest in the policy community.

Negotiations continued in 2014 under the UN Framework Convention on Climate Change (UNFCCC) on a new legally binding instrument, protocol or other outcome with legal force. One of the most significant events in this context was the 20th session of the Conference of the Parties (COP 20) to the 1992 United Nations Framework Convention on Climate Change, held in Lima, Peru, from 3–14 December. UNU was represented there by a team from UNU-EHS who organized side events to promote two policy documents on “Disaster-Related Displacement from the Horn of Africa” and on “Integrating Human Mobility Issues within National Adaptation Plans”.

In addition, at another side event, UNU-EHS presented the activities of the Munich Climate Insurance Initiative (MCII). This initiative, launched in 2005 by Munich Re and hosted by UNU-EHS, brings together a consortium of insurers,
climate change and adaptation experts, NGOs and policy researchers to explore the role that insurance solutions can play in adaptation to climate change. The focus is on the risks posed by climate change, both on the negotiating floor and on-the-ground in developing countries. UNU-EHS facilitates current projects, coordinates input into the individual projects, and ensures constant feedback of lessons learned into the UNFCCC climate negotiations.

Focus on Africa

African development was the focus of international attention in 2014 with the UN General Assembly’s review of the Secretary-General’s 1998 report on the causes of conflict and the promotion of durable peace and sustainable development in Africa.

UNU-INRA, through the project Climate Change, Agricultural Trade and Food Security in Countries within the Economic Community of West African States (ECOWAS) has been working to assess whether agricultural production systems and trade policies in Africa can be adjusted to cope with the impact of climate change on food security. This two-year project, implemented in collaboration with the African Climate Policy Centre of the UN Economic Commission for Africa, involved 13 country assessments, and stakeholder consultations. The goal of the project is to conceptualize an appropriate analytical framework and to mainstream climate change information into agricultural policies.

The West African Science Service Centre on Climate Change and Adapted Land Use (WASCAL) is a large-scale research programme designed to develop effective climate change adaptation and mitigation measures. The project is funded by the German Federal Ministry of Education and Research and hosted by the Centre for Development Research at Bonn University. Within this project framework, UNU-EHS has been responsible for the work package on risk assessment and analysis involving in-depth research in case study watersheds in Benin, Burkina Faso and Ghana.
UNU-WIDER, whose policy work continues to have a strong focus on Africa, is actively engaging policymakers in a variety of projects in several African countries. In addition, work under the Growth and Poverty Project (GAPP) and Learning to Compete (L2C) was presented on numerous occasions, including meetings in the African Economic Research Consortium (AERC).

UNU-IIGH, through its partnership with the African Population and Health Research Center, has been a key contributor to the fellowships programme of the Consortium for Advanced Research Training in Africa (CARTA). In 2014, UNU-IIGH facilitated the Joint Advanced Seminar modules on Global Health Diplomacy and Global Health Governance for CARTA fellows from 12 African universities.

**Peace, Security and Human Rights**

Peacekeeping plays a vital role in assisting countries to make the transition from conflict to peace. The changing nature of conflict, however, means that peacekeeping operations are increasingly deployed to environments with unconventional threats, including terrorist attacks. In 2014, the Secretary-General initiated a review of peacekeeping operations, examining the limits of UN peacekeeping and whether it is the right tool.

UNU has been directly involved with this review through work of UNU-CPR and the submission in November of a briefing paper on “Major Recent Trends in Violent Conflict” to the Secretary-General’s High-Level Independent Panel on Peace Operations.

Further, at the request of the Assistant Secretary-General of the Office of Rule of Law and Security Institutions (OROLSI) in the UN Department of Peacekeeping Operations, UNU-ONY prepared a strategy non-paper to help improve that office’s service delivery. The study provided recommendations on how OROLSI could become more “fit for purpose” in delivering on its mandate and responsibilities, and proposed ideas for refining strategic decision-making, planning and execution. Subsequently, in December, the Disarmament, Demobilization and Reintegration (DDR) Section in the UN Department of Peacekeeping Operations, together with UNU, launched a joint policy research platform — **Building New DDR Solutions** — centred on emerging strategic challenges for DDR operations.

In November, the third committee of the UN General Assembly adopted a resolution calling on states to “respect and protect the right to privacy” in the digital age. The deliberations of the General Assembly were aided by a June 2014 report from the UN High Commissioner for Human Rights entitled “The Right to Privacy in the Digital Age”. As a significant contribution to this report, UNU-ONY undertook a comparative analysis of human rights safeguards in national regimes overseeing digital surveillance.

**Organized Crime and Drug Trafficking**

In 2016, the UN General Assembly will hold a Special Session on the world drug problem. In preparation for this Special Session, several events were organized in 2014, including the March meeting of the Vienna-based Commission on Narcotic Drugs which included a high-level review of Member States’ implementation of the 2009 Political Declaration and Plan of Action on the World Drug Problem.
Related to this, in November 2014, UNU hosted a panel discussion at United Nations Headquarters on “The Road to the United Nations General Assembly’s Special Session on the World Drug Problem 2016”. The panel discussion, moderated by UNU Rector David M. Malone, provided insights into the current state of global drug control arrangements and the relations to human health, human rights, and human security. The roundtable was attended by over 90 representatives of Permanent Missions to the United Nations, officials from the UN Secretariat, agencies, funds and programmes, and representatives from civil society organizations.

**Migration**

In June, UNU was formally offered membership in the United Nations Global Migration Group — an interagency body that brings together the heads of agencies promoting coherent, comprehensive and better coordinated responses to the issue of international migration. This invitation reflects the growing importance of the UNU Migration Network as a generator of policy-relevant research on the topic of migration, implemented through a collaboration of six UNU institutes.

The IS Academy for Migration and Development is one example of UNU’s important work in this area. This multi-year project, implemented by UNU-MERIT and the Dutch Foreign Ministry, aims to strengthen development cooperation policies via input from both academics and policymakers. The intent is to generate new approaches to poverty reduction and sustainable development that could feed into more effective policies, as well as reinforce the scientific foundations of policymaking in migration and development (M&D) while strengthening the policy relevance of M&D research. The project, which concluded in 2014, produced 19 policy briefs, five country reports and a policy report, and its researchers presented at several major conferences.
Research Projects

This section presents a selection of projects that produced significant outcomes/impact during the year or have been recognized as having an important policy dimension.

Migration Issues

UNU-GCM completed work on its Migration, Media and Intercultural Dialogue project in 2014. The project explored the extent to which the media can bridge cultural differences in the context of migration and facilitate intercultural dialogue. Outputs included a series of 10 policy reports, scholarly articles and online articles, as well as a workshop and a two-day international conference.

The UNU-GCM project on Statelessness and Transcontinental Migration, now in its final phase, focuses on a range of issues related to the well-being and recognition of people who migrate, traverse continents and attempt relocation devoid of citizenship. Outputs have included a two-day international conference, eight policy reports and several scholarly articles.

Development Governance

UNU-MERIT and the French Development Agency have been collaborating on a multi-year project on Institutions, Governance and Long-term Growth. The aim of the project is to measure institutions with the aid of an Institutional Profiles Database; to explore historical relationships between economic accumulation, political organization and social cohesion; and to analyse the interaction between economic, political and social forces in the process of development. The project, which concluded in 2014, organized a major workshop and delivered 19 working papers.

The Research and Communication on Foreign Aid (ReCom) project implemented by UNU-WIDER, completed in 2014, produced a number of significant research outputs, including 220 UNU-WIDER Working Papers and 176 peer-reviewed publications. The project website features research summaries, videos, event information and position papers. UNU-WIDER researchers presented ReCom lessons in various seminars, and some of the programme’s findings have fed directly into the development strategies of Denmark, Finland and Sweden.

Climate Change

A key task for helping policymakers in developing countries to address the long-term uncertainties of climate change is to translate scientific and biophysical processes into economic outcomes. The UNU-WIDER Development Under Climate Change (DUCC) project addresses this challenge by using an analytical framework that traces the economic implications of climate change. The framework already has been applied to several countries.

The project Water Yield Response to Changes in Land-use and Climate in a Semi-humid/-arid Transition Region, undertaken by UNU-FLORES in
co-operation with the Chinese Academy of Forestry and Technische Universität Dresden, focuses on the Jinghe Basin of northwest China. While afforestation has been implemented as an effective way to conserve soil and water in degraded regions of semi-arid northwest China, this has been accompanied by a drastic reduction in water yield and lower water quality. This project evaluates land management strategies with respect to water yield and soil/water conservation goals. The results will be combined with scenarios of climate change to assess potential consequences on hydrological processes and accordingly modify and assess management strategies.

Focus on Africa

UNU-FLORES is undertaking four joint research projects in Africa: Productivity in Low-Fertility Areas and Climate Change (with UNU-INRA), Drought and Flood Risk Management (with the University of the Free State, South Africa), Integrated Water and Waste Management (with the University of Mauritius), and Soil Functioning and Food Production (with the University of Agriculture, Tanzania). The overall aim is to review, synthesize and develop national and regional visions to promote sustainable development in African countries through situational analysis of specified countries/regions, determine gaps, and identify both challenges to and opportunities for progress.

The UNU-INRA project on Potential of African Grass Species in Healing Industrial and Domestic Sickwater, implemented in collaboration with Ebonyi State University (Nigeria), seeks to assess the potential of grass for removing effluents from industrial and domestic sickwater (contaminated) sources that increasingly are becoming an important resource for such uses as crop irrigation. A phyto-engineering treatment plant has been set up using the African species of vetiver grass for a variety of industrial and urban effluents. The next step will be training and sensitization to encourage adaptation of the vetiver technology for cleaning wastewater.

Land and Ecosystems

The Economics of Land Degradation (ELD) initiative, by UNU-INWEH in partnership with GIZ and UNCCD, is conducting a global study on the economic benefits of land and land-based ecosystems. The aim is to make ELD an integral part of policy strategies and decision-making by increasing political and public awareness. UNU-INWEH, as scientific coordinator for the initiative, has developed three primary ELD reports (for scientific communities, the private sector, and policymakers/decision-makers). The 3rd ELD Scientific Meeting was held in June, in Nairobi.

Since 2011, UNU-IAS has led development of the assessment process for the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) through a series of international scientific expert workshops, in
collaboration with UNESCO, UNEP and the governments of Japan, South Africa, and the Republic of Korea. The project’s official working document on the IPBES conceptual framework, supplemented by information documents on indigenous and local knowledge systems and Asia-Pacific regional assessment, contributed significantly to development of the IPBES conceptual framework and its Work Programme 2014–2018. In September–October, UNU-IAS conducted a postgraduate intensive training course specifically designed to contribute to the capacity-building function of IPBES. UNU-IAS researchers are active participants in several IPBES task forces and expert groups.

Population and Health

UNU, the International Council for Science and the Inter-Academy Medical Panel are co-sponsors of a new 10-year global science programme on Health and Well-being in the Changing Urban Environment: a Systems Analysis Approach. This interdisciplinary programme, launched in December, seeks to generate policy-relevant knowledge and improve decision-making about cities, thereby protecting and promoting health.

The aim of the project on Indoor Air Quality and Asthma and Allergy among Malaysian School Children, a joint effort of UNU-IIGH, Uppsala University and Universiti Putra Malaysia, is to study the relationship between exposures to school indoor air pollution and asthma, allergy and respiratory symptoms among secondary school children. The project has conducted three field studies. Outputs include three journal articles. The project has secured additional research funding from the Swedish Research Council for the period 2014 to 2016.

The Innovative Wastewater Management and Reuse project addresses four interconnected aspects of wastewater management: applied research, policy-relevant study (at global, regional and country levels), capacity development activities and knowledge-based synthesis of existing research. With funding from Grand Challenges Canada, UNU-INWEH is working in partnership with the Government of Uganda and a number of NGOs in Canada and Uganda to develop robust and scalable technologies as well as an innovative business model to tap private-sector resources for sustainable wastewater management.

The international research project on Poverty Reduction and Regional Integration: A Comparative Analysis of Southern African Development Community (SADC) and the Union of South American Nations (UNASUR) Health Policies seeks to determine what institutional practices and methods of regional policy formation are conducive to the development of pro-poor health policies. The intent is to inform decision-makers and relevant stakeholders on how to develop policies and interventions that improve equity and access to health. The project is being undertaken by UNU-CRIS in cooperation with Open University (UK) and partners in Argentina, South Africa and the UK. It is funded by the UK Economic and Social Research Council and UK Department for International Development.

The UNU-INWEH Water, Sanitation, and Hygiene (WaSH) for Women and Children project seeks to directly address water–health linkages in an integrated and effective manner. The overarching goal is to ensure that local governments, NGOs and community leaders have the knowledge, capacity and will to implement and practice sustainable WaSH in order to ensure good public health and well-being.
Science, Technology and Society

The project on Establishing and Sustaining the Government Chief Information Officer (CGIO) Function in Colombia seeks to strengthen the Colombian Government’s capacity for using digital technology to advance public service delivery and public policy implementation. It is a collaboration between UNU-EGOV, the Colombian Ministry of Information and Communication Technologies, and the National University of Colombia. UNU-EGOV provided the methodology for executing the project, and assists in its methodological aspects, human capacity activities and local/international collaboration efforts. Legal instruments produced by the project for establishing the GCIO function in the executive branch of Colombian Government are undergoing a formal approval process.

Since 2006, funded by the European Commission, UNU-MERIT has been undertaking an annual comparative assessment of the research and innovation performance of EU Member States. The EU Innovation Scoreboard project also covers, for a more limited number of indicators, 10 non-European countries. The 2014 report was delivered at a joint press conference with three EU Commissioners.

Cross-cutting Issues

The WorldRiskReport 2014 (WRR 2014), by UNU-EHS and the Alliance Development Works/ Bündnis Entwicklung Hilft (BEH), presents a “disaster risk” ranking of 171 countries around the world based on analyses of each country’s vulnerability and exposure to natural hazards. The main focus is the threat from, or exposure to, key natural hazards and the effects of climate change, as well as social vulnerability in the form of each population’s susceptibility and capacity to cope/adapt. The report incorporates the World Risk Index, developed by UNU-EHS, which shows the level of risk for individual countries and provides a global overview. The special focus of the 2014 edition of the WRR was on “cities as an area of risk”.

The UNU-IAS International Satoyama Initiative (ISI) project promotes the maintenance and rebuilding of socio-ecological production landscapes and seascapes for the benefit of biodiversity and human well-being. ISI hosts the secretariat of the 164-member International Partnership for the Satoyama Initiative (IPSI), and is working with IGES to analyse more than 70 case studies that are expected to contribute to UN processes toward the post-2015 development agenda. A Toolkit for the Indicators of Resilience in Socio-ecological Production Landscapes and Seascapes, developed by ISI in collaboration with Bioversity International, UNDP and IGES, was launched at the IUCN World Parks Congress in November. ISI also has been heavily involved in reconstruction efforts after the Great East Japan Earthquake and related disasters of 2011, especially in the Urato Islands. This effort is expected to feed into larger processes related to disaster risk reduction.
Postgraduate Education & Capacity Development

UNU offers specialized training opportunities for young scholars, researchers and professionals. These encompass MSc and PhD degree programmes, other advanced training programmes, fellowships/internships, training courses and workshops, and project-based capacity development. Fulfilling the needs of students from developing countries is a particular focus of UNU’s educational efforts.

Postgraduate Degree Programmes

UNU had four active MSc degree programmes in 2014:

- **MSc in Sustainability Science** (by UNU-IAS, 16 students; prior to the UNU-ISP/UNU-IAS merger, this was the MSc in Sustainability, Development and Peace programme);
- **MSc in Environmental Governance** with specialization in biodiversity (by UNU-IAS; this programme was closed in late November following the graduation of its last cohort of four students);
- **Joint MSc in the Geography of Environmental Risks and Human Security** (by UNU-EHS in collaboration with the University of Bonn, 49 students); and
- **Double MSc in Public Policy and Human Development** (UNU-MERIT in collaboration with Maastricht University, 107 students; ranked #1 in its field in the Netherlands in 2014).

UNU-IAS also offered a **PhD Programme in Sustainability Science** (8 students). A new collaborative **PhD Programme in Integrated Management of Water, Soil and Waste**, jointly implemented by UNU-FLORES and the Technical University of Dresden, was launched in 2014. The first cohort of students will begin the programme in spring 2015.

UNU also collaborates with other universities to help support developing country students enrolled in specialized master’s and doctoral degree programmes. These include UNU-IIGH collaborative graduate programmes on **Governance for Global Health, Planetary Change and Health**, and **Universal Health Coverage**, as well as the **Water Without Borders** graduate programme by UNU-INWEH and McMaster University.

Non-degree Courses

UNU offers advanced training opportunities that range in length from a few days to six months; some enable students to earn credit towards a degree, while others provide a UNU certificate upon completion. In 2014, UNU offered 17 long-term programmes/courses and 77 short-term courses that were attended by more than 2,300 students. These included:

**Long-term Courses/Programmes**

- Gender Equality Studies and Training Programme (UNU-GEST; Jan.–May)
- Economics of Land Degradation: Open Online Course (UNU-INWEH; March–May)
- Land Restoration Training Programme (UNU-LRT; March–Sept.)
• Migration Management Diploma Programme (UNU-MERIT; April–June)
• Geothermal Training Programme (UNU-GTP, April–Oct.)
• Fisheries Training Programme (UNU-FTP; Sept.–Feb.)
• Climate, Energy and Food Security (UNU-IAS; Sept.–Jan. 2015)

**Short-term Courses**

- Postgraduate Course on Renewable Energy (UNU-IAS; 2–25 April)
- Multidisciplinary Approaches to Emerging Infectious Diseases (UNU-BIOLAC; 7–10 April)
- Urbanization and Health: Systems Approaches (UNU-IIGH; 2–6 June)
- Summer School on Human Capital (UNU-MERIT; 14–18 July)
- Geographic Information Systems and Remote Sensing Training for Professionals in Natural Resources Research and Management (18–22 Aug. & 9–12 Dec.)
- Green Business Training Workshop (22–26 Sept.)
- UNU Intensive Core Courses (UNU-IAS; 8 September – 14 Oct.)
- Design and Evaluation of Innovation Policies in Africa (UNU-MERIT; 6–10 Oct.)
- Postgraduate Course on Leadership for Sustainability (UNU-IAS; 14–28 Oct.)
- International Training Course on Mangrove Biodiversity and Ecosystems (UNU-INWEH; 27 Oct. – 10 Nov.)
- Millennium Short Course in East-Africa: “Exploration and Development of Geothermal Energy” (UNU-GTP; 2–23 Nov.)
- Short Course on Cultural Research Practices for Population Health (UNU-IIGH; 8–11 Dec.)

**Project-based Capacity Development**

UNU not only seeks to enhance the education and research capacities in/of developing countries through study opportunities such as the above, but also provides advanced training opportunities for young researchers through project-based capacity development. Among the projects implemented by UNU in 2014, 22 were capacity development projects while almost 100 other research projects had a capacity development component.

Capacity development projects included:

- Building Ecosystem Capacities (UNU-INWEH)
- Capacity Development on Mental Well-being and Disability (UNU-IIGH)
- Development of a Toolbox for Operationalizing Green Economy Transitions at a Sub-National Level in Africa (UNU-INRA)
- Development of International Water Quality Guidelines for Ecosystems (UNU-EHS)
- Global Leadership Training Programme in Africa (UNU-IAS)
- Monitoring and Management of Persistent Organic Pollutants in Asia (UNU-IAS)
- Regional Growth and Development in Southern Africa (UNU-WIDER)
Events

UNU seeks to maximize the impact of its work by convening public conferences, seminars, symposiums, lectures and workshops. These events provide a venue for sharing knowledge, offer valuable networking opportunities, and help to put a personal face on UNU for the general public.

This section highlights some of the 379 events that UNU organized in 2014.

UNU Conversation Series

Launched in 2013, the UNU Conversation Series provides a unique public platform for influential experts, world leaders and respected scholars and authors to share personal insights on contemporary global affairs, politics and media. Held in Tokyo at UNU Headquarters, the Conversations are hosted and moderated by UNU Rector David M. Malone.

In 2014, UNU hosted 13 Conversations:

- “India as an Actor on the Global Stage” with Dr. Pratap Bhanu Mehta (Center for Policy Research, India), 15 January
- “International Economic Institutions: What Are They Good For?” with journalist Paul Blustein (Brookings Institution), 17 February
- “The Post-2015 Development Agenda” with Emilia Pires (Minister of Finance of the Democratic Republic of Timor-Leste), 14 March
- “The Past and the Future of the United Nations” with Dr. Danilo Türk (former President of Slovenia), 24 April
- “From Failed Interventions to a New Economic Strategy for Afghanistan” with Dr. Graciana del Castillo (Macroeconomics Advisory Group), 6 June
- “A Rising Brazil and the Multilateral Order” with Ambassador Antonio de Aguiar Patriota (Permanent Representative of Brazil to the UN in New York), 23 July
• “Competing Solutions to Keeping Peace in Africa” with Dr. Comfort Ero (International Crisis Group), 5 September
• “America’s Asia Policy: Whither the Asia Pivot/Rebalance?” with Glen S. Fukushima (Center for American Progress), 9 September
• “The Problem with Strategy” with Prof. Sir Lawrence Freedman (King’s College London), 16 September
• “Accelerated Nation: Myanmar in an Age of Reform” with Dr. Thant Myint-U (Myanmar Peace Center), 1 October
• “1914 and 2014: Military and Political Challenges Then and Now” with Prof. Sir Adam Roberts (Oxford University, Balliol College), 7 October
• “Asia’s Ambivalence Towards International Law” with Prof. Simon Chesterman (National University of Singapore), 17 October
• “Law at the UN: Does it Matter?” with Miguel de Serpa Soares (UN Under-Secretary-General for Legal Affairs), 2 December

UN Climate Summit Thematic Session

As part of the UN Secretary-General’s Climate Summit 2014, UNU hosted a thematic session on “The Economic Case for Climate Action” on 23 September at UN Headquarters in New York. The session, organized by UNU-CPR in partnership with UNU-EHS and UNU-ONY, was co-chaired by President Recep Tayyip Erdoğan of Turkey and Prime Minister Hailemariam Desalegn of Ethiopia, and moderated by OECD Secretary-General Angel Gurría. Some 200 high-level representatives of government, civil society and academia attended, including several prominent figures in the climate debate.

UNESCO Events

In response to a request by the UNESCO Director-General Irina Bokova for more “debates of ideas”, UNU Rector Malone tasked the UNU Office at UNESCO in Paris with reinvigorating such debates by organizing two public conferences each year. In 2014, these were:
• “The Other Tragedy: War, Revolution and World Heritage Sites”, 12 June, Paris.

Both conferences were presided over by the UNESCO Director-General and featured keynote lectures by major global experts and actors.

UNU CAFÉ

Launched by UNU-IAS in 2014, the UNU CAFÉ is a discussion series in Japanese for students and recent graduates interested in working at international organizations or in a global context. These events, held at UNU Headquarters in Tokyo, feature active members of the international community who share their experiences and engage in discussions with the audience.

UNU CAFÉ speakers in 2014 included:
• Mr. Kiyotaka Akasaka (former UN Under-Secretary-General for Communications and Public Information), 15 April
• Prof. Yuto Kitamura (University of Tokyo), 6 June
• Ms. Kaoru Nemoto (UN Information Centre, Tokyo), 29 September
• Prof. Yasushi Katsuma (Waseda University), 3 December

“Another Drop” Lecture Series

UNU-INWEH organized five lectures in this series in Hamilton, Ontario:
• “Global Action, Local Impact: Mercury Contamination in Arctic Ecosystems”, 25 February
• “Water, Climate & Society”, 7 October
• “The Global Water Crisis as a Governance Crisis”, 18 November

World Water Day Events

UNU and UNIDO, on behalf of UN-Water, co-organized the main World Water Day 2014 events, which were held at UNU Headquarters in Tokyo on 20 and 21 March. In addition to co-hosting two days of events and moderating the high-level policy panel (UNU-INWEH) and expert panel (UNU-FLORES), UNU institutes organized events focused on advancing the thematic objectives of World Water Day 2014: Water and Energy.

• “Addressing the Water-Energy Nexus: The Role and Sustainability of Hydro-power from Freshwater Reservoirs” (UNU-FLORES, International Hydropower Association, and UN-Water Decade Programme on Capacity Development)
• Asia Pacific Regional Symposium: “The Water-Energy Nexus in Asia” (UNU-IAS)

Among other significant events organized or co-organized by UNU in 2014 were the following.

Seminars & Forums

• “Drug Policy and Sustainable Development: What Can We Learn from Narco-Deforestation?” (UNU-EHS and UNU-ONY), 27 March, UN Headquarters, New York
• “‘Governance’, ‘Education’ and the Architecture of the Sustainable Development Goals” (UNU-IAS), 22 May, UN Headquarters, New York
• “Furthers Action in Production Landscapes and Seascapes for Sustainable Development”, Fifth Global Conference of the International Partnership for the Satoyama Initiative Public Forum (UNU-IAS), 5 October, Pyeongchang, Republic of Korea
• “Traditional Agriculture Systems and Biological Diversity”, Twelfth Meeting of the Conference of the Parties to the Convention on Biological Diversity (UNU-IAS), 7 October, Pyeongchang, Republic of Korea
• “Rising Income Inequality: Trends – and Measures to Prevent and Reverse It” (UNU-WIDER), 23 October, Geneva
• “Monitoring Impacts and Communicating Health Risks after Fukushima” (UNU-IAS), 11 November, Tokyo
• “Biosand Filter as a Household Water Treatment Technology in Ghana and its Eco-Business Potential”, “Productivity Differential and Resilience of Under-

Conferences & Symposia

- “Addressing the Persistence of Gender Inequalities in Conflict Prevention and Peace Processes” (UNU-GEST), 4–5 April, Reykjavik
- “The European Union in International Affairs” (UNU-CRIS), 22–24 May, Bruges
- “The Satoyama Initiative European Regional Workshop in Florence” (UNU-IAS), 27–29 May, Florence
- “Institutional Reforms for Transformation, Inclusion, and Sustainability” (UNU-WIDER), 29–30 June, Hanoi
- “Statelessness and Transcontinental Migration” (UNU-GCM), 27–28 July, Barcelona
- “International Conference on Enhancing Resilience to Climate and Ecosystem Changes in Semi-Arid Africa (CECAR AFRICA project)” (UNU-IAS & UNU-INRA), 6–8 August, Tamale, Ghana
- “Inequality: Measurement, Trends, Impact, and Policies” (UNU-WIDER), 5–6 September, Helsinki
- “Reviving Chapter VIII”, a conference that focused on enhancing cooperation between the UN and regional organizations (UNU-CRIS), 29–30 September, Bruges
- “Future Perspectives on Innovation and Governance in Development” (UNU-MERIT), 26–28 November, Maastricht
- “Mental Well-being, Disability and Disaster Risk Reduction” (UNU-IIGH), 27–28 November, Tokyo
- “Science and the Sustainable Development Goals” (UNU-IAS), 15 November, Tokyo

Lectures

- “Environmental Challenges and Opportunities”, by Dr. Masoumeh Ebtekar (Vice President of the Islamic Republic of Iran & Head of the Department of Environment), 3 April, Tokyo
- “20 Years of South Africa’s Constitution: a Model for Building Social Cohesion”, Nelson Mandela Memorial Lecture by Dr. Mohau Pheko (Ambassador of the Republic of South Africa to Japan), 26 November, Tokyo
- “Managing Structural Transformation Post-2015”, 18th UNU-WIDER Annual Lecture by Prof. C. Peter Timmer, 18 November, UN Headquarters, New York
Communications & Dissemination

UNU disseminates information about its research and activities through both print and electronic media. Through its communication and dissemination efforts, UNU seeks to:

- inform policymakers, practitioners and scholars about the details of UNU research;
- provide non-specialist audiences, including the general public, with an overview of UNU’s efforts to address current and emerging issues; and
- “translate” relevant information into a form that can be easily understood and utilized by high-level decision-makers and policymakers.

The aim of UNU communication and dissemination is to get relevant information to the “right” audiences, in the most useful form and in a timely manner.

Publications by UNU researchers or about the work of UNU in 2014 encompassed books, chapters in edited volumes, articles in peer-reviewed journals, special journal issues, policy briefs, working and discussion papers, research and technology briefs, articles in magazines and newspapers and on websites, conference papers and proceedings, and videos and podcasts. A selection of these is listed below.

Books

In 2014, the institutes and programmes of the global UNU system published 34 books, including:

- *Africa’s Health Challenges: Sovereignty, Mobility and Healthcare Governance* (UNU-CRIS, Ashgate)
- *The Age of Migration* (UNU-MERIT, Palgrave Macmillan)
- *Civil Society and World Regions: How Citizens are Reshaping Regional Governance in Times of Crisis* (UNU-CRIS, Lexington Books)
- *Falling Inequality in Latin America: Policy Changes and Lessons* (UNU-WIDER, Oxford University Press)
- *Human Security and Japan’s Triple Disaster: Responding to the 2011 Earthquake, Tsunami and Fukushima Nuclear Crisis* (UNU-IAS, Routledge)
- *Human Security and Natural Disasters* (UNU-IAS, Routledge)
- *Regional Approaches to the Protection of Asylum Seekers: An International Legal Perspective* (UNU-CRIS, Ashgate)
- *Security in South America: The Role of States and Regional Organizations* (UNU-CRIS, Lynne Rienner Publishers)
• Stewarding the Earth: Rethinking Property and the Emergence of Biocultural Rights (UNU-IAS, Oxford University Press)

Policy & Research Briefs

In 2014, UNU published 85 policy/research briefs, including:
• “Coherent Governance, the UN and the SDGs” (UNU-IAS)
• “Democracy Building in the Regional Context: Insights from the European Parliament and Beyond” (UNU-CRIS)
• “Earth System Challenges and a Multi-layered Approach for the Sustainable Development Goals” (UNU-IAS)
• “Ending the Double Burden of Malnutrition: Addressing the Food and Health Nexus in the Sustainable Development Goals” (UNU-IAS)
• “Falling Inequality in Latin America: Policy Changes and Lessons” (UNU-WIDER)
• “Feeding the Soil with Local Plant Genetic Resources” (UNU-INRA)
• “How the European Union Can Develop its Approach towards Global Policy Networks” (GR:EEN project; UNU-CRIS)
• “Integrating Biodiversity with Local and City Planning: The Experience of the Studios in the Development of Local Biodiversity Strategies and Action Plans” (UNU-IAS)
• “Integrating Governance into the Sustainable Development Goals” (UNU-IAS)
• “Integrating Human Mobility Issues within National Adaptation Plans” (UNU-EHS)
• “Integration, Devolution and Regional Leadership” (UNU-CRIS)
• “Lessons from Behavioural Economics for Policy-making” (UNU-WIDER)
• “Linking Education and Water in the Sustainable Development Goals” (UNU-IAS)
• “Migrant and Refugee Integration in Global Cities: The Role of Cities and Businesses” (UNU-MERIT)
• “Nourishing the Malnourished” (UNU-INRA)
• “Problematizing the Conventions on Statelessness” (UNU-GCM)
• “Regional Organizations and Health Equity” (UNU-CRIS)
• “Salvaging Nigeria’s Vanishing Forests” (UNU-INRA)
• “Sustainable Development Goals and Inclusive Development” (UNU-IAS)
• “Tackling Hidden Hunger: The Potential of Underutilised Plant Species” (UNU-INRA)

Discussion Papers/Working Papers

In 2014, UNU published 304 working and discussion papers, including 164 by UNU-WIDER, 98 by UNU-MERIT and 22 by UNU CRIS. See online:
• UNU-CRIS Working Papers and BRIGG Working Papers
• UNU-INRA Working Papers
• UNU-MERIT Working Paper Series
• UNU-WIDER Working Papers
Websites

UNU websites received more than 6.77 million pageviews by some 2.85 million users in 2014. Most visited among the websites of the UNU system was the main unu.edu website (3.31 million pageviews), followed by Our World, UNU-MERIT and UNU-IAS (0.84, 0.81 and 0.69 million pageviews, respectively). The top six countries for visitors to the UNU websites were Japan, the United States, India, the United Kingdom, Germany and the Netherlands.

A number of UNU institute websites were re-designed in 2014, including those of UNU-IAS, UNU-INRA, UNU-IIGH, UNU-GCM and UNU-WIDER.

UNU’s Our World online magazine (ourworld.unu.edu), which covers all major themes of concern to the United Nations, now contains over 1,000 articles (in both English and Japanese).

Social Media

UNU’s social media presence grew significantly in 2014.

At year end, UNU had more than 40,400 followers on Twitter, led by UNU Centre (22.7 thousand), Our World (6.5 thousand), UNU-WIDER (1.9 thousand) and UNU-MERIT (1.4 thousand). UNU also had more than 37,000 “likes” on Facebook, led by UNU Centre (11.1 thousand), Our World (6.5 thousand), UNU’s Japanese Facebook account (4.1 thousand), UNU-MERIT (4.0 thousand) and UNU-IAS (3.8 thousand).

Videos

The UNU YouTube channel (youtube.com/user/UNUChannel) contains 567 videos (including a selection in Japanese, Spanish and Russian). These have been viewed more than 5.4 million times since the channel was launched in 2008, including more than 413 thousand views (and an estimated 1.5 million minutes watched) in 2014. The YouTube Channels of UNU-MERIT and UNU-WIDER also continued to grow, with 65,766 and 41,632 views, respectively.

Videos produced by UNU in 2014 included:

- “An Introduction to UNU” (animation)
- “Junior Fellows Programme at the United Nations University”
- “UNU Postgraduate Degree Programmes”
- “Enhancing Resilience to Climate and Ecosystem Changes: The Ghana Model”
- “Happiness and Economic Growth”
- “Three Violins” (UNU-GCM)

Media coverage

In 2014, there were almost 4,580 stories mentioning the United Nations University published in more than 2,130 global online media sources. For a list of the 2014 UNU media coverage, see unu.edu/media-relations.
By country, UNU was mentioned most frequently by media sources based in Japan (25%), the USA (24%), China (11%) and Germany (6%).

By region, UNU was covered most frequently in Asia (42%), North America (26%) and Europe (18%).

By language, UNU was covered most often in English (43%), Japanese (26%), Chinese (11%), German (6%) and Spanish (4%).


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End of Report