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UNIVERSITY

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UNU Work Programme and Budget Estimates for the Biennium 2022-2023

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List of Abbreviations and Acronyms

ADB	Asian Development Bank	FAST	Urban Futures and Sustainability Transformation
AERC	African Economic Research Consortium	GAR	UN Global Assessment Report on Disaster Risk Reduction
AfDB	African Development Bank	GCIC	Ghana Climate Innovation Center
AFOLU	Transition Towards Land-based Ecosystems Management	GCNJ	Global Compact Network Japan
ASM	Artisanal Mining	GEF	Global Environment Facility
B2010-2011	2010-2011 Biennium	GEOC	Global Environmental Outreach Centre
B2012-2013	2012-2013 Biennium	GHG	Greenhouse Gas
B2014-2015	2014-2015 Biennium	GIS	Geographical Information Systems
B2016-2017	2016-2017 Biennium	GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
B2018-2019	2018-2019 Biennium	GLOMOS	Global Mountain Safeguard Research
B2020-2021	2020-2021 Biennium	GLTP	Global Leadership Training Programme
B2022-2023	2022-2023 Biennium	GMS	Greater Mekong Subregion
BMBF	German Federal Ministry of Education and Research	GRAF	Global Risk Assessment Framework
BMUB	German Federal Ministry for Environment, Nature Conservation and Nuclear Safety	GRIPP	Groundwater Solutions Initiatives for Policy and Practice
BMZ	German Federal Ministry for Economic Cooperation and Development	GWP	Global Water Partnership
c/f	Carried Forward	HLCP	High-Level Committee on Programmes
C3	UNU Campus Computing Centre	HLPF	High-Level Political Forum on Sustainable Development
CBD	Convention on Biological Diversity	IADB	Inter-American Development Bank
CEB	United Nations System Chief Executives Board	IAEA	International Atomic Energy Agency
CONDIR	Conference of Directors of UNU Research and Training Centres / Programmes	ICA	Institutional Contractual Agreements
CORMAS	Common Pool Resources and Multi-Agent Systems	ICARDA	International Center for Agriculture Research in the Dry Areas
CPLP	Community of Portuguese Language Countries	ICEGOV	International Conference on Theory and Practice of Electronic Governance
CRA	College of Research Associates	ICGEB	International Centre for Genetic Engineering and Biotechnology
CTC	Consultant Contracts	ICT	Information and communications technology
DEIP	Design and Evaluation of Innovation Policies	IDEA	Instituto de Estudios Avanzados
DPO	United Nations Department of Peacekeeping Operations	IFAD	International Fund for Agricultural Development
ECOSOC	United Nations Economic and Social Council	IFRC	International Federation of Red Cross and Red Crescent Societies
EDB	Eurasian Development Bank	IGES	Institute for Global Environmental Strategies
EL-CSID	European Leadership in Cultural, Science and Innovation Diplomacy	IHA	International Hydropower Association
EMIC	Environment and Migration: Interactions and Choices Section	IIASA	International Institute for Applied Systems Analysis
EPRM	Evidence Based Policy Research Methods	IKI	International Climate Initiative
ERP	Enterprise Resources Planning	ILO	International Labour Organization
ESD	Education for Sustainable Development	IMF	International Monetary Fund
EU	European Union	IOM	International Organization for Migration
EVES	Environmental Vulnerability and Ecosystem Services	IPBES	Intergovernmental Platform on Biodiversity and Ecosystem Services
FAO	Food and Agriculture Organization of the United Nations	IPCC	Intergovernmental Panel on Climate Change
		IPSI	International Partnership for the Satoyama Initiative

ITU	International Telecommunication Union	SPC	Project Fundraising/ Specific Project Contribution
ITUC	International Trade Union Confederation	SRSO	Special Representative of the Secretary-General
IUCN	International Union for Conservation of Nature	STI	Science, Technology and Innovation
IWMI	International Water Management Institute	TU Dresden	Technische Universität Dresden
LDC	Least Developed Country	TUC	Transformative Urban Coalitions
LMIC	Low and Middle-income Country	UGent	Ghent University
LSE	London School of Economics and Political Science	UN	United Nations
MCH	Munich Climate Insurance Initiative	UN DESA	United Nations Department of Economic and Social Affairs
MEAC	Managing Exits from Armed Conflict (UNU-CPR's project)	UN DPPA	United Nations Department of Political and Peacebuilding Affairs
MEXT	Ministry of Education, Culture, Sports, Science and Technology	UN ECLAC	United Nations Economic Commission for Latin America and the Caribbean
MOEJ	Ministry of the Environment, Japan	UN EMG	United Nations Environment Management Group
MOFA	Ministry of Foreign Affairs of Japan	UN ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
MoU	Memorandum of Understanding	UN ESCWA	United Nations Economic and Social Commission for Western Asia
NAP	National Adaptation Plan	UN LDC5	Fifth United Nations Conference on the Least Developed Countries
NBSAPs	National Biodiversity Strategies and Action Plans	UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs
NDC	Nationally Determined Contribution	UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
NGO	Non-Governmental Organization	UNCCD	United Nations Convention to Combat Desertification
NIAD-UE	National Institution for Academic Degrees and University Evaluation	UNCLOS	United Nations Convention on the Law of the Sea
NRM	Natural Resource Management	UNCT	United Nations Country Team
OC	UNU Office of Communications	UNCTAD	United Nations Conference on Trade and Development
OECD	Organisation for Economic Co-operation and Development	UNDCO	United Nations Development Coordination Office
OHCHR	Office of the United Nations High Commissioner for Human Rights	UNDP	United Nations Development Programme
OSCE	Organization for Security and Co-operation in Europe	UNDRR	United Nations Office for Disaster Risk Reduction
OU	Operating Unit	UNECA	United Nations Economic Commission for Africa
PACET	Pan-African Cooperation and Educational Technologies	UNECE	United Nations Economic Commission for Europe
PEDRR	Partnership for Ecosystems and Disaster Risk Reduction	UNEN	United Nations Economist Network
ProSPER.Net	Promotion of Sustainability in Postgraduate Education and Research Network	UNEOSG	United Nations Executive Office of the Secretary-General
PSA	Personnel Service Agreement	UNEP	United Nations Environment Programme
PSS	Policy Support System	UNESCO	United Nations Educational, Scientific and Cultural Organization
RCE	Regional Centre of Expertise	UNESCO-ICHARM	UNESCO-International Centre for Water Hazard and Risk Management
RIKS	Regional Integration Knowledge System	UNESCO-IHE	IHE Delft Institute for Water Education
RTC	Regional Training Centre	UNESCO-IHP	UNESCO-Intergovernmental Hydrological Programme
SAR	Special Administrative Region	UNESCO-IHS	UNESCO-Institute for Housing and Urban Development Studies
SA-TIED	South Africa – Towards Inclusive Economic Development	UNFCCC	United Nations Framework Convention on Climate Change
SCYCLE	Sustainable Cycles	UNFPA	United Nations Population Fund
SDG	Sustainable Development Goal	UNGA	United Nations General Assembly
SLM	Sustainable Land Management	UN-HABITAT	United Nations Human Settlements Programme
SNV	Netherlands Development Organisation		

UNHCR	United Nations High Commissioner for Refugees	VUB	Vrije Universiteit Brussel
UNIC	United Nations Information Centres	VVN	United Nations Association Flanders Belgium
UNICEF	United Nations Children's Fund	WASAG	Global Framework for Action against Water Scarcity
UNIDO	United Nations Industrial Development Organization	WASP	World Adaptation Science Programme
UNIDR	United Nations Institute for Disarmament Research	WB	World Bank
UNITAR	United Nations Institute for Training and Research	WFP	World Food Programme
UN-OHRLLS	United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States	WHO	World Health Organization
		WIPO	World Intellectual Property Organization
UNOPS	United Nations Office for Project Services	WiSE	Well-being, Sustainability and Equity
UN-SPIDER	United Nations Platform for Space-based Information for Disaster Management and Emergency Response	WLC	Water Learning Centre
		WMO	World Meteorological Organization
UNU	United Nations University	WPRO	Western Pacific Regional Office
UNU Centre	United Nations University Centre	WTO	World Trade Organization
UNU HQ	UNU Headquarters in Tokyo		
UNU HQ Bldg	UNU Headquarters Building in Tokyo		
UNU in Macau	UNU Institute in Macau		
UNU-BIOLAC	UNU Biotechnology Programme for Latin America and the Caribbean		
UNU-CPR	UNU Centre for Policy Research		
UNU-CRIS	UNU Institute on Comparative Regional Integration Studies		
UNU-EGOV	Operating Unit on Policy-Driven Electronic Governance		
UNU-EHS	UNU Institute for Environment and Human Security		
UNU-FLORES	UNU Institute for Integrated Management of Material Fluxes and of Resources		
UNU-GCM	UNU Institute on Globalization, Culture and Mobility		
UNU-IAS	UNU Institute for the Advanced Study of Sustainability		
UNU-IIGH	UNU International Institute for Global Health		
UNU-INRA	UNU Institute for Natural Resources in Africa		
UNU-INWEH	UNU Institute for Water, Environment and Health		
UNU-IRADDA	UNU Institute for Sustainable Development		
UNU-MERIT	UNU Maastricht Economic and Social Research Institute on Innovation and Technology		
UNU-ViE	UNU Vice-Rectorate in Europe		
UNU-WIDER	UNU World Institute for Development Economics Research		
UNV	United Nations Volunteer		
UN-Water	United Nations Water		
UNW-DPC	UN-Water Decade Programme on Capacity Development		
UNWTO	World Tourism Organization		
USD	United States Dollar		
VARMAP	Vulnerability Assessment, Risk Management and Adaptive Planning		

I. Overview of the Work Programme and Budget for B2022-2023

1. The United Nations University (UNU) operates as a decentralized system of 14 policy-oriented think tanks, each researching specific themes related to development, peace and security, and the environment in an interdisciplinary manner, unlike most traditional academic institutions which organize academic research by discipline.
2. As knowledge partners within the United Nations system, UNU connects diverse international stakeholders to generate and share its research with a broad spectrum of publics. The University translates research into evidence-based policy recommendations and delivers it to those who can drive positive change, seeking to ensure that policy works for people, locally and globally. UNU also promotes knowledge creation and exchange through education and capacity building programmes.
3. The resources available to carry out research, policy advisory services, and capacity development initiatives vary considerably amongst UNU institutes. This is due to historical factors and the varying strategies pursued to expand the UNU system's geographic reach and thematic coverage since its establishment in 1974. While in early periods UNU host governments were able to provide generous grants to endow new UNU entities, a period followed during which host authorities mostly wished to commit only to time-bound operational support. Aside from the UNU Centre, nine UNU entities benefit from an endowment. These endowments range from USD 5 million to over USD 100 million (for UNU Centre). Over the years, institutes have reinvested in the UNU Endowment Fund, which serves to strengthen the financial position of the respective institute.
4. Unendowed UNU institutes are reliant on project fundraising and institutional fundraising to sustain core operations, which makes them vulnerable to changes in donor preferences and strategies. The management challenges associated with the operation of unendowed institutes are significant relative to endowed UNU institutes. For these reasons, UNU's governing board, the UNU Council, decided in June 2018 to refrain from authorizing the creation of additional UNU entities unless host authorities make available significant endowment funding.¹
5. UNU's prudent approach to financial management has helped it to continue operating smoothly during the COVID-19 pandemic. The finances of UNU institutes were impacted by the pandemic in varying ways: some institutes secured significant new funding, while others remained relatively stable or pared back expenses to accommodate decreased contributions from donors. Expenditures relating to field activities that could not be carried out during the pandemic were either postponed or adjusted. The overall picture, however, remained one of relative stability. Several factors helped UNU remain in a healthy financial condition, including decreased expenses for travel and events; minimal loss of income, including an increase in income for certain institutes; and strong performance of the endowment portfolio. To further strengthen the financial position of institutes, the Council and the Rector have required reinvestment in the endowment fund where possible.
6. Despite the challenges of the pandemic, UNU is well-placed to execute its programming in the 2022-2023 biennium. The income projections for B2022-2023, which include both institutional and project-based fundraising, have been formulated with prudence, in line with longstanding UNU budget practice. Such prudence has allowed UNU to avoid system-wide financial shocks. The projections for B2022-23 consequently represent the lowest reasonable estimates based on information available at the time of budgeting.
7. UNU's work remains in high demand from donors and other stakeholders. In B2022-2023, income estimates for project-based fundraising are expected to increase by 20.6 per cent (USD 7.7 million), while institutional fundraising (for core operations) is expected to decrease by 14.2 per cent (USD 4.8 million), primarily due to a shift in donor priorities resulting from the pandemic and the recategorization of UNU-IAS's postgraduate programmes from institutional fundraising to project-based fundraising. UNU expects to receive additional contributions throughout the 2022-2023 biennium which, in keeping with past practice, will be reflected in revised organizational budgets the UNU Council will review periodically. The total budget estimate for B2022-2023, USD 124.8 million, represents a 10.9 per cent increase over the initial estimate presented for UNU's B2020-2021 budget.

¹ The UNU Council, at its 69th session in Bonn, Germany, in June 2018, adopted the *Policy and Criteria for the establishment of UNU research and training centres and programmes*.

8. The B2022-2023 budget estimates include USD 56.4 million earmarked for academic programmes and projects, a 10.5 per cent increase over initial B2020-2021 estimates, and USD 35.3 million for associated personnel costs, a 14.4 per cent increase, with staff posts increasing from 159 to 175.² The University will increasingly benefit from the use of project-specific specialists (increased to 38 from 19 in the prior biennium) ensuring flexibility in the implementation of academic programmes.
9. Each UNU institute engages its Advisory Board/Committee as part of the budget development process to sensitize its members to fundraising goals over the medium-term. Together, they have co-developed strategies and monitoring indicators to encourage more successful resource mobilisation practices. Advisory Boards/Committees comprise independent subject matter experts with access to academic networks and donors. They play a crucial role in familiarizing relevant stakeholders to UNU's work.³
10. In March 2023, pursuant to the UNU Charter, David Malone's second and final five-year term as Rector will expire and a successor will take up the role. The B2022-2023 budget includes the necessary financial provisions for this important leadership transition.
11. The B2022-2023 work programme and budget document is structured as follows:
 - Chapter I – Overview of the Work Programme and Budget, articulates the University's priorities and objectives.
 - Chapter II – Organisation of the United Nations University, provides descriptions of all UNU entities.
 - Chapter III – Budget of the United Nations University, elucidates the overall University budget.
 - Chapter IV – Work Programme of the United Nations University, provides detailed programme and budget information for each UNU entity.
 - Chapter V – Summative Work Programme Tables and Graphs, comprises a graphic overview of the information provided in the previous chapter.

Priorities for B2022-2023

12. Despite its ambitious programmatic agenda in the 2022-2023 biennium, the University will maintain a conservative approach to budgeting and spending. Institutes will continue to be encouraged to reinvest in their endowment funds where possible.
13. The University's work programme and budget for B2022-2023 is the second budget cycle supporting the implementation of the 2020-2024 UNU Strategic Plan. This five-year Strategic Plan builds on the comprehensive programme of change under the 2015-2019 Strategic Plan. Priorities for 2020-2024, agreed by the UNU Council in May 2019, aim, inter alia, to ensure sustainable growth of the UNU system and improved financial stability amongst existing UNU entities. Creation of new UNU institutes will adhere to revised guidelines outlined in paragraph 4 above.⁴
14. The 2020-2024 Strategic Plan also emphasizes the policy orientation of UNU research, prioritizing the policy needs of the United Nations and its Member States, and in particular the needs of policymakers in developing countries. The Rector's seat on the United Nations' Chief Executives Board (CEB) provides UNU with insight into the evolving needs of the United Nations, enables UNU researchers to consider over-the-horizon activities, and helps UNU support the United Nations system and Member States with policy-relevant research input.
15. Thematically, the University's academic programme for B2022-2023 encompasses three principal themes: peace and security; social change and economic development; and environment, climate, and

² The post increase is mainly due to expanded funded programming at the three largest UNU institutes, UNU-WIDER, UNU-EHS, and UNU-IAS.

³ Institute Advisory Committees/Boards are advisory in nature, whereas the UNU Council approves the work programme and adopts the budget of the University, in line with the UNU Charter, Art. IV para. 4 (d).

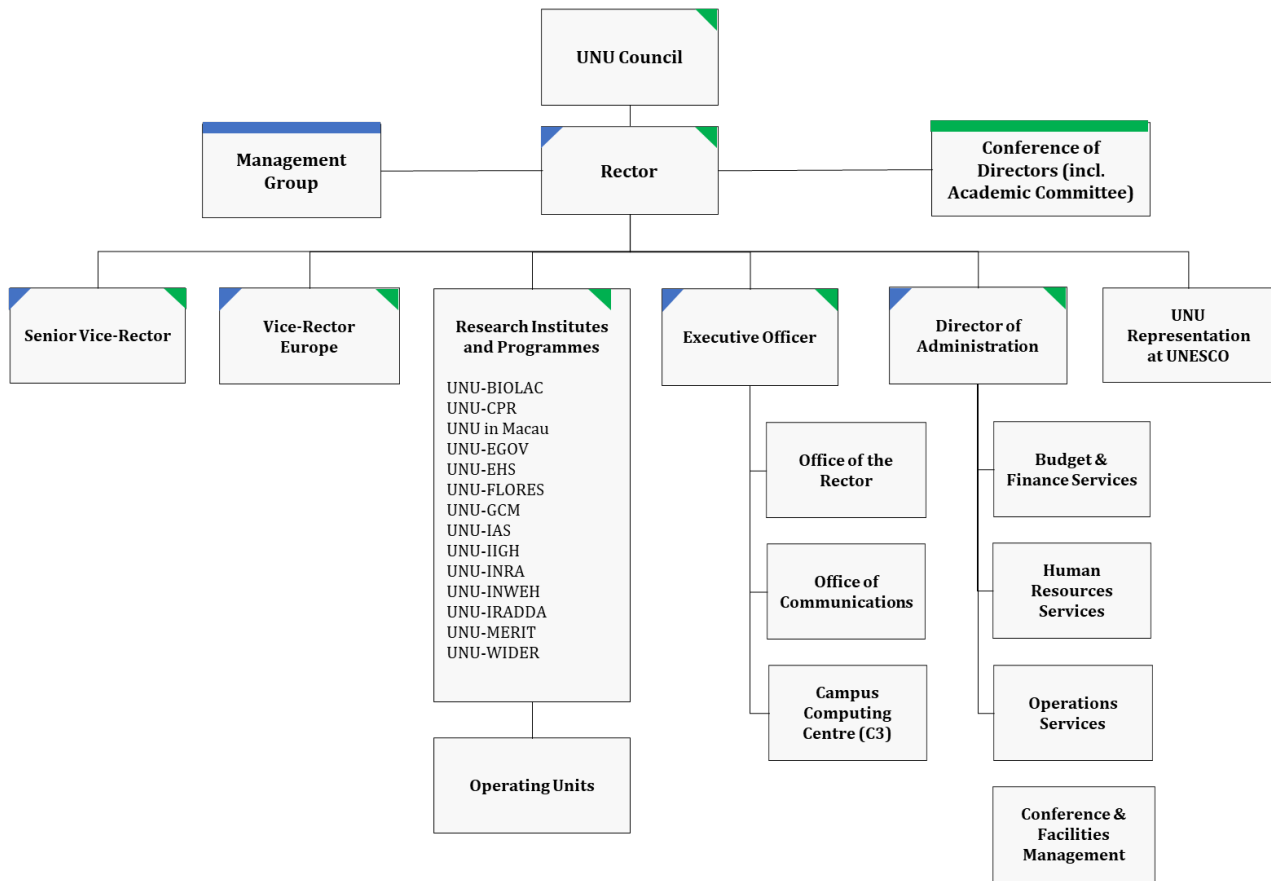
⁴ These guidelines, approved by the UNU Council at its 69th session in Bonn, Germany in June 2018 and revised at the 71st session in Rome, Italy, in May 2019, require a host government to provide a capital contribution to be paid into the UNU Endowment Fund as well as operating contributions to finance the operation of any new UNU entity, thus ensuring a degree of sustainability and stability at any new UNU entity.

energy. These themes provide a framework for UNU's global research programme. Within this framework, several thematic research areas will serve as points of convergence for intra-institute research efforts, including research in the areas of migration, water, gender, and innovative technologies.

16. In line with administrative initiatives launched by the Secretary-General, UNU will continue to support organisational change initiatives in B2022-2023 addressing, notably, disability inclusion, workplace conduct and relationships, and gender-sensitive communication and behavior. Investing in a dynamic, inclusive, and diverse institutional culture is a central priority for the University and its governing Council.
17. UNU will continue to encourage innovation in all dimensions of its work. The B2022-2023 work programme and budget maintain the "programme development and innovation fund" that provides resources for institutes to nurture innovative academic, technical, and partnership initiatives.
18. The overall UNU personnel complement has reached 62 per cent female representation. Fifty-four per cent of UNU Institute Directors are female, and UNU reached gender parity at all senior levels (D2-P5) before the end of 2020. Efforts will continue to ensure gender parity is achieved and maintained at all levels throughout the biennium. UNU will continue to offer a dynamic, diverse, and inclusive workplace, including through policies that facilitate the recruitment of women and persons with disabilities by building on changes instituted in B2020-2021, following the goals set out in UNU's 2020-2024 Gender Action Plan.
19. UNU addresses all 17 Sustainable Development Goals (SDGs) by leveraging expertise that spans numerous disciplines. As summarized in UNU's annual reports, research conducted by the University helps shape important policy discussions, from the eradication of modern slavery to the sustainable use of natural resources, and the impact of the COVID-19 pandemic on poverty and trust in institutions.
20. While UNU will remain a federalized system of academic institutes, the University will continue to strengthen collaboration and coordination among institutes and through topic-specific networks. Emphasis will be placed on aligning UNU's ICT services, bolstering communications outputs, and launching an integrated web-platform to strengthen UNU's brand.

II. Organization of the United Nations University B2022-2023

UNU Organizational Chart



Governance

UNU Council

21. The UNU Council is the governing board of the University. Members are appointed by the Secretary-General of the United Nations and the Director-General of the United Nations Educational, Scientific and Cultural Organization (UNESCO) and serve in their individual capacity (not as representatives of their countries), normally for six-year terms. The Secretary-General of the United Nations, the Director-General of UNESCO and the Executive Director of the United Nations Institute for Training and Research (UNITAR) are ex-officio members of the Council.
22. The Council formulates principles and policies that govern the activities and operations of the University in accordance with the UNU Charter. It adopts statutes for the application of the UNU Charter, decides upon the setting up of research institutes, and establishes standards for their operation.
23. The Council includes an Executive Committee as well as a Committee on Finance, Budget and Human Resources. The latter considers the work programme and the budget of the University on the basis of proposals submitted to it by the Rector, which the Council subsequently approves. The Council reports to the United Nations General Assembly, the United Nations Economic and Social Council (ECOSOC), and the Executive Board of UNESCO.
24. The Council consists of 12 members, who are joined by the Rector and three ex-officio members. At the time of preparing this budget, gender representation is majority female (ten female and six male members). In May 2022, six new members will join the UNU Council.

Office of the Rector

25. The Office of the Rector supports the Rector in his capacity as the chief academic and administrative officer of the University and assists in executive management and coordination of the UNU system. This includes responsibilities for the University's direction, organization, administration, programming, and institutional development.
26. The Office further provides an overall supporting role for governance and policy development within the UNU system, in particular through the UNU Council and its Executive Committee, Advisory Boards and Committees of the UNU institutes and programmes, the Management Group, the Conference of Directors of UNU Research and Training Centres/Programmes (CONDIR), and the Academic Committee. It also manages the legal affairs of the University with the support of legal advisors.
27. The Office of the Rector maintains a close relationship with the main host government of Japan, in particular the Ministry of Foreign Affairs (MoFA), the Ministry of Education, Culture, Sports, Science and Technology (MEXT), and the Ministry of the Environment.
28. A representative to UNESCO, based in Paris, France, serves in a liaison capacity between UNU and UNESCO on a part-time contractual basis.

Management Group

29. The Management Group is a forum of senior UNU personnel that considers management policy development, strategy, planning, and other priority issues. The Group is chaired by the UNU Rector and normally includes the Senior Vice-Rector, the Vice-Rector in Europe, the Director of Administration, and the Executive Officer. The Group meets on a regular basis to review developments, assess new initiatives, and to evaluate the evolving needs of the University.
30. The Senior Vice-Rector, based in Tokyo, maintains UNU's scientific partnership with the University of Tokyo and other universities, supports important relationships in Japan, including with government ministries and the public, and engages in research and outreach activities primarily at UNU headquarters in Japan. A portion of the most recent Vice Rectors' time remained with other Universities, allowing them to return to their faculty positions upon completion of their assignment at UNU.

31. UNU operates a Vice-Rectorate in Europe (UNU-ViE), located in Bonn, Germany. Established in May 2007, UNU-ViE and fully funded by the German Government, strengthens the presence of UNU in Europe. The Vice-Rectorate supports the institutional development of UNU, facilitates collaboration across the University and with the United Nations, and shares knowledge and expertise through the development of joint activities and projects. Additionally, UNU-ViE promotes cooperation with the United Nations entities in Bonn, with the host government, as well as with other important local and regional stakeholders. The Vice-Rectorate also devotes time to UNU's funding relationships with the European Union.
32. Since 2016, UNU-ViE hosted the Sustainable Cycles (SCYCLE) Programme focusing on the production, consumption, and disposal of electronic equipment. Based on an agreement between UNU and UNITAR, SCYCLE is completing a transition process to become a unit of UNITAR in late 2021.

UNU Centre

33. The global UNU system is coordinated by UNU Centre, comprising the Office of the Rector and UNU-ViE (see above), UNU Administration, the Office of Communications (OC), the Campus Computing Centre (C3), the Centre for Policy Research (UNU-CPR), the Operating Unit on Policy Driven Electronic Governance (UNU-EGOV), and UNU's representation at UNESCO.⁵

Administration

34. The UNU Administration provides services related to budget and finance, human resources, procurement, management of the enterprise resource planning system, operations, and conference and facilities management. While most UNU institutes have in-house administrative capacity, UNU Administration is responsible for, inter alia, developing unified standards and norms, handling headquarters functions – like the production of financial statements – managing the treasury system, and budget reporting to the UNU Council.
35. The UNU Administration provides multi-function transactional services to the entire UNU system. It is located in Tokyo with a Global Service Centre located in Putrajaya, Malaysia.

Office of Communications

36. The UNU Office of Communications (OC) leads the University's communications strategy including digital communications, visual identity, media relations, stakeholder outreach, and content development in English and Japanese. OC works in close collaboration with communications focal points across the UNU system to articulate and meet global communications goals. It maintains UNU's main web platform and social media accounts, with input from institutes and other stakeholders, and promotes UNU's brand and identity. It oversees global communication campaigns and establishes the editorial tone and style for UNU's communications products. OC also coordinates media relations activities, often in collaboration with focal points and partners.

Campus Computing Centre

37. The Campus Computing Centre (C3) is the technology arm of the University. The Centre is in charge of setting standards and ensuring ICT security while providing user-focused, innovative, and cost-effective shared technology solutions that assist UNU Centre and institutes in achieving their respective missions. Further, C3 oversees, implements, and advances the University's technology infrastructure and services.

⁵ UNU-CPR and UNU-EGOV represent separate budgetary funds and drive their own academic programming. Accordingly, they are listed under *UNU Institutes* in the following section and throughout this document.

Description of UNU Institutes

UNU Biotechnology Programme for Latin America and the Caribbean (UNU-BIOLAC), Caracas, Venezuela

38. UNU-BIOLAC promotes the use of biotechnology for the sustainable development of Latin American and Caribbean countries. The Programme supports the scientific necessities of the region through capacity-building activities in partnership with international academic institutions specialized in biotechnology, including the University of Granada, the University of Antioquia, and the International Centre for Genetic Engineering and Biotechnology (ICGEB). The UNU-BIOLAC office is hosted by the Venezuelan Government, through the Ministry of Science and Technology, at the premises of the Instituto de Estudios Avanzados (IDEA) near the campus of Simon Bolivar University.

UNU Centre for Policy Research (UNU-CPR), New York, United States of America

39. UNU-CPR combines research excellence with deep knowledge of the multilateral system to generate innovative solutions to current and future global public policy challenges. UNU-CPR undertakes timely, clear, and rigorous research, directly relevant to the major policy debates at the United Nations. It is uniquely well placed to serve as a hub for multilateral policy innovation, working closely with diverse partners on research project design, execution, and knowledge uptake.

UNU Institute on Comparative Regional Integration Studies (UNU-CRIS), Bruges, Belgium

40. UNU-CRIS focuses on intra- and inter-regional integration, and the management of global and regional public goods. It addresses issues of multi-level governance, connecting governance instances at supra- and sub-national levels; generates policy-relevant knowledge about new forms of governance and cooperation; and addresses governance challenges through capacity building. The Institute has strong links to United Nations entities dealing with the provision and management of international and regional public goods. It works in partnership with institutes and initiatives throughout the world that are concerned with issues of regional integration, governance, stability, and cooperation.

UNU Institute in Macau, Macau SAR, China

41. UNU in Macau conducts policy-relevant research at the intersection of ICT and international development, addressing the pressing challenges of the 2030 Agenda for Sustainable Development (2030 Agenda) through high-impact innovations and frontier technologies. The Institute encourages data-driven, evidence-based actions and policies to achieve the SDGs and nurtures the next generation of interdisciplinary computing, information, and social scientists and engineers to be leaders in the field of ICT for development. The Institute's location in the Greater Bay Area, where technological innovations have played an integral part in driving social and economic development, provides an exciting opportunity for researchers and experts to maximize the impact of their work.

UNU Operating Unit on Policy-Driven Electronic Governance (UNU-EGOV), Guimarães, Portugal

42. UNU-EGOV supports the building effective governance capabilities through digital technologies, contributing to the social, economic, environmental, and security dimensions of sustainable development. It conducts policy-relevant research; translates research into policy instruments; and builds capacity by applying such instruments in governments, the United Nations System, and other intergovernmental organizations. The Operating Unit also maintains research and policy networks through which it evaluates and disseminates the latest developments in electronic governance.

UNU Institute for Environment and Human Security (UNU-EHS), Bonn, Germany

43. UNU-EHS contributes to solving the challenges created by global environmental change. The Institute conducts cutting-edge research on vulnerability and risk to shape scientific and policy-oriented debates on transformations towards sustainability. UNU-EHS combines global perspectives with locally grounded research by focusing on environmentally driven risks and considering the interplay between ecological and societal factors. The Institute also offers a joint Master of Science degree programme – “The Geography of Environmental Risks and Human Security” – with the University of Bonn and hosts several international PhD projects and courses together with the United Nations Framework Convention on Climate Change (UNFCCC), including the *UNFCCC-UNU Early Career Climate Fellowship Programme*.

UNU Institute for Integrated Management of Material Fluxes and of Resources (UNU-FLORES), Dresden, Germany

44. UNU-FLORES develops strategies to resolve pressing issues in the sustainable use and integrated management of environmental resources such as water, soil, waste, energy, and other geo-resources that are of concern to the United Nations and its Member States – particularly in developing and emerging economies. The Institute engages in research, capacity development, postgraduate teaching, advanced training, and knowledge dissemination to advance the Resource Nexus.

UNU Institute for the Advanced Study of Sustainability (UNU-IAS), Tokyo, Japan

45. UNU-IAS conducts policy-oriented research and capacity development focused on sustainability for the United Nations system and Member States, contributing to high-level policymaking and debates of global concern. UNU-IAS's work covers: (i) governance for sustainable development, (ii) biodiversity & society, (iii) water and resource management, and (iv) education and innovation. The Institute combines expertise across these areas in academia and policymaking to mobilise knowledge about sustainability and support the achievement of the SDGs.

UNU-IAS's postgraduate education programme produces policymakers and researchers who will be at the forefront of global efforts for sustainability. It offers master and doctoral degrees, postdoctoral fellowships, and innovative short courses, in close collaboration with leading universities in Japan and other countries.

UNU International Institute for Global Health (UNU-IIGH), Kuala Lumpur, Malaysia

46. UNU-IIGH builds global health knowledge and decision-making capacity and advances evidence-based policy on key health issues of sustainable development, peace, and global security. Its research agenda responds to the evidence needs of the COVID-19 pandemic, analysing the impact of both the disease and policy interventions. The Institute's programming at the nexus of gender and global health supports the United Nations system, Member States, and civil society organisations, particularly in the Global South. UNU-IIGH's work is grouped in three pillars: (i) a think tank convening critical dialogues that support the translation and dissemination of global guidance for country-level decision makers; (ii) a platform for the review of evidence and generation of policy-relevant analysis on impact of gender mainstreaming on health systems, interventions, and outcomes; and (iii) a hub for South-South capacity development of local decisionmakers and stakeholders to engage effectively with global health challenges.

UNU Institute for Natural Resources in Africa (UNU-INRA), Accra, Ghana

47. UNU-INRA focuses on natural resource management (NRM) in Africa. It provides cutting edge knowledge to African governments towards sustainable responses to NRM challenges. The Institute works collaboratively, principally, with African research organisations and governments to build their capacities and respond to on-demand queries on NRM and undertakes policy-relevant research to promote sustainable natural resources in Africa. Its basic premise is that natural resources are at the heart of Africa's growth and transformational development agenda, and effective governance through policy advice, capacity building, research, and advocacy will enable an effective management of natural resource goods and services, and in turn alleviate poverty.
48. The Institute's core team of researchers is complemented by a network of operating units in five countries—Cameroon, Cote d'Ivoire, Namibia, Senegal and Zambia—and an extensive knowledge consortium called the *College of Research Associates* spread throughout the continent.

UNU Institute for Water, Environment and Health (UNU-INWEH), Hamilton, Canada

49. UNU-INWEH's research helps resolve pressing water challenges faced by the United Nations, its Member States, and their people. The Institute engages in water initiatives that help Member States, principally developing countries, in their efforts to reduce poverty and improve human well-being; ensure environmental sustainability and growth; and foster gender equity. UNU-INWEH's research programme covers a range of water-related challenges and supports Member States in their progress towards water-related SDGs. Its work assesses the role of unconventional sources of water in alleviation of water scarcity; addresses emerging and chronic water-related risks, water-related disasters, and overall water security of countries; and explores the ways of ensuring gender equality through water management. Increasing climate variability and change are themes that cut across the Institute's programmes.

UNU Institute for Sustainable Development (UNU-IRADDA), Algiers, Algeria

50. A host country agreement and a bilateral funding agreement were concluded in 2013, establishing UNU-IRADDA in Algiers, Algeria. Once operational, the Institute will contribute through research, postgraduate education and advanced training and dissemination of knowledge to the resolution of pressing challenges of sustainable development in the African Continent. Due to delays in financing, the Institute is not yet operational.

UNU Maastricht Economic and Social Research Institute on Innovation and Technology, (UNU-MERIT), Maastricht, The Netherlands

51. UNU-MERIT is a joint institute of UNU and Maastricht University that explores the social, political, and economic factors that drive technological innovation, with a particular focus on the creation, diffusion, and access to knowledge. In addition, UNU-MERIT covers all aspects of governance in domestic and global organisations, from risk assessment to policy analysis, design, and evaluation. UNU-MERIT researches how countries can catch up in the unequal global playing field of the 21st century, without increasing inequality and social exclusion; analyzes knowledge flows at the regional and global levels, and their impact on local development, employment and productivity; and trains specialists who combine a high level of academic scholarship with leadership, in order to strengthen democratic governance in domestic and international organizations.

UNU World Institute for Development Economics Research (UNU-WIDER), Helsinki, Finland

52. UNU-WIDER provides economic analysis and policy advice that promotes sustainable and equitable development for all. The Institute is based in Helsinki, Finland, but operates globally and within the United Nations system through partnerships and a network of experts. UNU-WIDER produces knowledge that responds to the needs of people affected by poverty, inequality, and vulnerability to support better policymaking and implementation at local, national, regional, and international levels. As a unique blend of think tank, research institute, and United Nations agency, UNU-WIDER is able to create impact across these diverse networks. Its 2019-2023 work programme concentrates on a wide concept of development, aimed at overcoming the three challenges of transforming economies, states, and societies. The Institute is working together with in-country research and policy teams in the Global South and creating 'public good' research, data, and models that shape the developmental debate.

III. Budget of the United Nations University B2022-2023

Overview

53. The biennium budget is aligned with the thematic and strategic priorities outlined in the 2020-2024 UNU Strategic Plan to ensure the UNU is well-positioned to provide thought-leadership and policy support.
54. The budget proposal for B2022-2023 of USD 124.8 million represents a 10.9 per cent increase over B2020-2021. Despite the challenges of the pandemic, demand for UNU research and policy advice has increased overall, which has led to higher expected academic activities and, naturally, an expansion of workforce to support these activities.
55. The B2022-2023 budget has been formulated with prudence and represents the lowest income and expenditure estimates based on prevailing information at the time of the release of this document.
56. Table 1 presents a summary of the key financial information.

B2022-2023 Budget Table

(in thousands of USD)

Table 1

Cost Category	Estimates B2020- 2021 ⁶	Estimates 2022	Estimates 2023	Estimates B2022- 2023	Estimates B2022-2023 over Estimates B2020-2021 %
Academic Programme & Projects	51,095	32,152	24,285	56,437	10.5%
Staffing Table Costs	30,873	17,289	18,035	35,324	14.4%
Other Personnel Costs	11,621	7,115	7,175	14,290	23.0%
General Expenses	18,897	9,438	9,302	18,740	-0.8%
GRAND TOTAL	112,486	65,994	58,797	124,791	10.9%
Budget Financing (Income)					
Project Fundraising	37,416	25,650	19,469	45,119	20.6%
Institutional Fundraising	33,567	14,158	14,653	28,811	-14.2% ⁷
Cost Recovery	-	2,060	1,767	3,827	0.0%
Income From Endowment Fund	33,444	17,028	17,032	34,060	1.8%
Cumulative Surplus Carried Forward	4,931	5,548	4,325	9,873	100.2%
Other Income	3,128	1,550	1,551	3,101	-0.9%
GRAND TOTAL	112,486	65,994	58,797	124,791	10.9%

57. As shown in Table 2, of the total anticipated expenditure in B2022-2023, USD 81.5 million (65.3 per cent) is allocated to Academic Activities, defined as a combination of expenses supporting academic programmes, capacity development, and post graduate training activities. UNU's staff and other personnel involved in academic and research work are a key component of these Academic Activities.

⁶ The budget estimates approved by the Council at its 72nd session in December 2019.

⁷ The decrease is mainly due to the recategorization of UNU-IAS's institutional fundraising as cost recovery with effect from B2022-2023.

B2022-2023 Academic Activities*(in thousands of USD)*

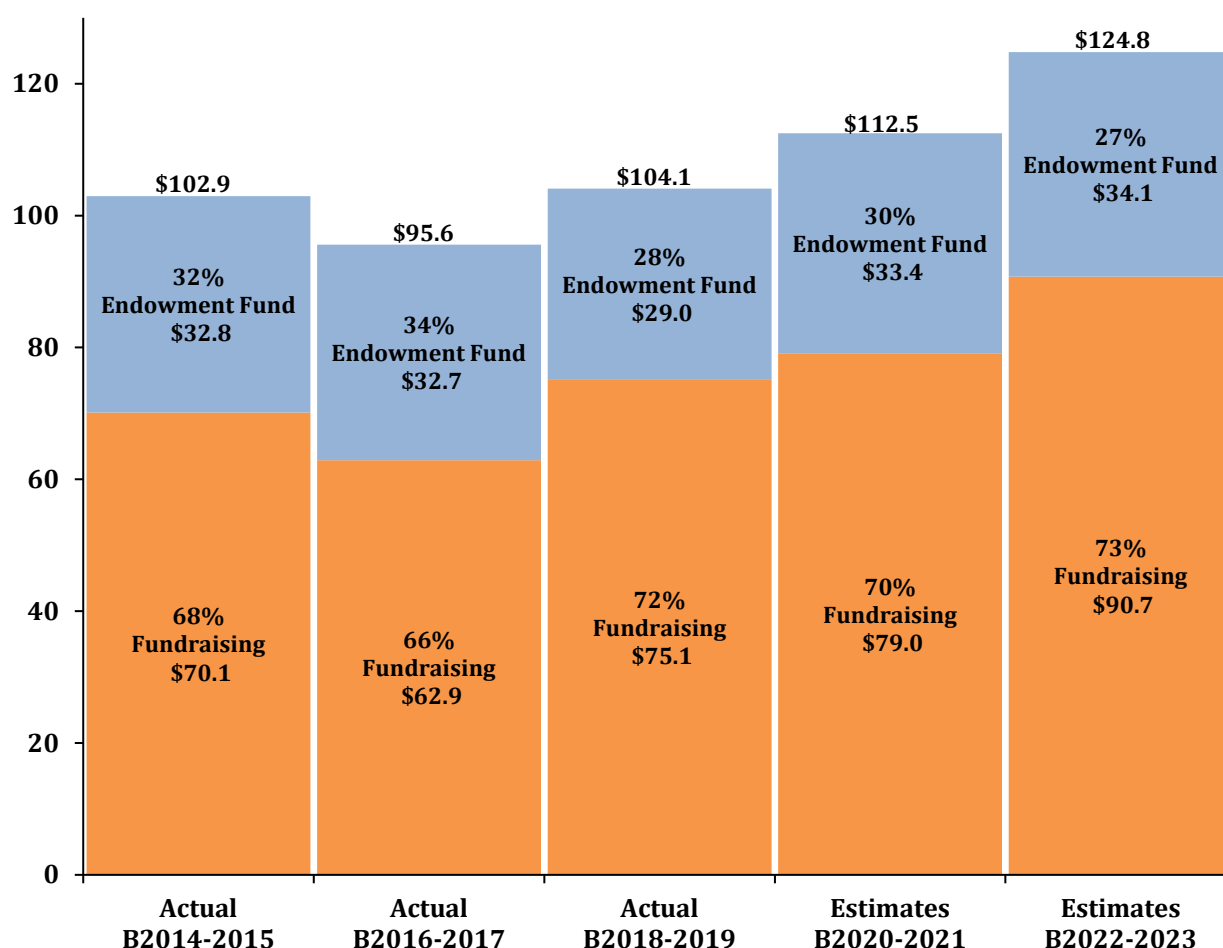
Table 2

Cost for Academic Activities	Estimates B2020-2021	Estimates B2022-2023	Estimates B2022- 2023 over Estimates B2020-2021 %
Academic Programme	51,095	56,437	10.5%
Staffing Table Costs	16,258	17,329	6.6%
Other Personnel Costs	5,205	7,748	48.9%
Total	72,558	81,514	12.3%
% of total budget	64.5%	65.3%	0.8%

58. The mean actual budget of UNU over the past three completed biennia (Actual B2014-2015, Actual B2016-2017, and Actual B2018-2019) is USD 100.9 million. The estimate for B2022-2023 represents a 23.7 per cent increase from that mean (as summarized in Graph 1 and Table 3). The growth is attributable to higher projected fundraising, which increased by 30.8 per cent from an average of USD 69.4 million per biennium of UNU's actual budget in the period 2014-2019 to USD 90.7 million in B2022-2023.

Financial Overview Over Ten Years

Graph 1

in millions of USD

Trend By Cost Category Over Ten Years

(in thousands of USD)

Table 3

Cost Category	Actual B2014-2015	Actual B2016-2017	Actual B2018-2019	Estimates B2020-2021	Estimates B2022-2023
Academic Programmes & Projects	50,574	45,251	48,659	51,095	56,437
Staffing Table Costs	25,752	25,337	28,783	30,873	35,324
Other Personnel Costs	8,397	9,415	9,712	11,621	14,290
General Expenses	18,126	15,632	16,939	18,897	18,740
GRAND TOTAL	102,849	95,635	104,093	112,486	124,791

59. Looking at the past ten years, the Staffing Table and Other Personnel costs as a percentage of the total budget have increased gradually from 33 per cent (2014-2015) to 40 per cent (2022-2023), reflecting the expanded programmatic and operational capacity of UNU institutes. The distribution of Staffing Table and Other Personnel cost between academic and non-academic activities is 62 per cent and 38 per cent respectively. Further information on Staffing Table and Other Personnel costs is detailed in paragraphs 75 through 85, below.
60. The sections of this budget document are structured as follows:
- A. Expenditure Estimates (paragraphs 61-91) includes information on each cost category, namely, *Academic Programme, Staffing table costs, Other Personnel costs and General Expenses*;
 - B. Income Estimates (paragraphs 92-112) expands on each income category – *project fundraising, institutional fundraising, cost recovery, income from endowment fund, cumulative surplus carried forward and other income*;
 - C. Budget for managing and maintaining the UNU Headquarters Building in Tokyo, which is administered as a separate budgetary fund.
 - D. Budget authorization given by the UNU Council to the Rector

The annexes include details of the budget at headquarters, institutes and offices, budget breakdown by year, staffing table by location and levels, and information on the Personnel Service Agreement (PSA) contract modality.

A. Expenditure Estimates

61. The B2022-2023 budget comprises fourteen budgetary funds. Each of these funds represents a separate accounting entity with self-balancing accounts and relative managerial autonomy for the purpose of realizing their specific mandates. Table 4 shows the breakdown of total expenditure by budgetary fund.

B2022-2023 Total Expenditure by Budgetary Fund

(in thousands of USD)

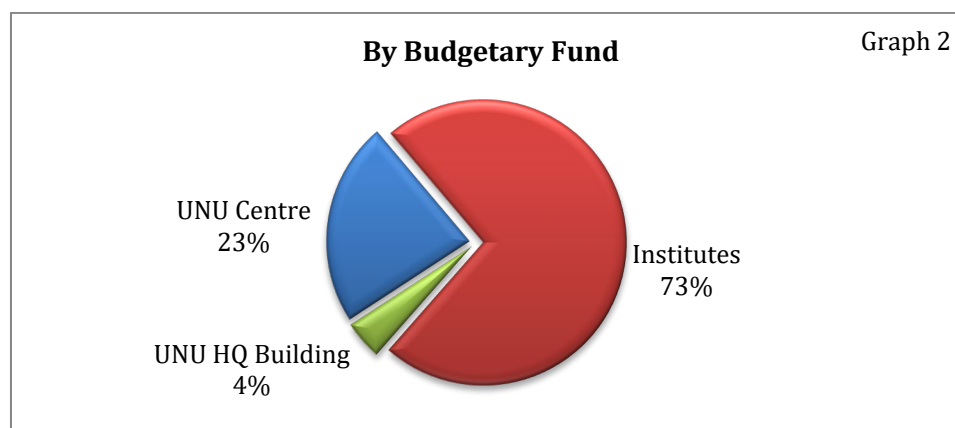
Table 4

Funds/Programmes	Actual B2018-2019	Estimates B2020-2021	Estimates B2022-2023	Change over Estimates B2020-2021 %
UNU Centre	27,375	30,763	28,619	-7.0%
<i>UNU HQ</i>	12,421	14,731	15,008	1.9%
<i>UNU-CPR</i>	8,072	5,952	6,028	1.3%
<i>UNU-EGOV</i>	1,879	3,020	3,560	17.9%
<i>UNU-ViE</i>	5,003	7,060	4,023	-43.0% ⁸

⁸ The changes in expenditure estimates for UNU-EHS and UNU-ViE, both based in Bonn, Germany, are largely due to the reorganization of activities from UNU-ViE to UNU-EHS.

Institutes				
1.UNU-BIOLAC	709	939	1,409	50.1%
2.UNU-CRIS	2,126	2,904	3,466	19.4%
3.UNU In Macau	5,000	4,991	4,826	-3.3%
4.UNU-EHS	7,613	6,553	15,681	139.3%
5.UNU-FLORES	3,715	4,165	4,813	15.6%
UNU-GCM ⁹	1,040	Closed	Closed	-
6.UNU-IAS	14,413	15,206	13,460	-11.5%
7.UNU-IIGH	3,718	4,031	5,161	28.0%
8.UNU-INRA	2,033	1,547	1,736	12.2%
9.UNU-INWEH	3,236	3,273	3,670	12.1%
10.UNU-IRADDA ¹⁰	18	564	-	-100.0%
11.UNU-MERIT	8,830	9,011	11,266	25.0%
12.UNU-WIDER	19,385	23,321	25,239	8.2%
Others				
UNU HQ Bldg	4,882	5,218	5,445	4.4%
Total	104,093	112,486	124,791	10.9%

62. More than half of the budgetary funds for B2022-2023 record an increase over B2020-2021 estimates, attributable to new projects secured from successful fundraising efforts and postponed implementation of the B2020-2021 activities due to the impacts of the COVID-19 pandemic.
63. The fourteen budgetary funds can be grouped as follows: twelve institutes, that constitute 72.7 per cent of the total estimated budget (USD 90.8 million) for B2022-2023; the UNU Centre, which constitutes 22.9 per cent of the budget (USD 28.6 million); and the UNU headquarters building in Tokyo, which represents 4.4 per cent of the total budget (USD 5.4 million)¹¹. See Graph 2, below.

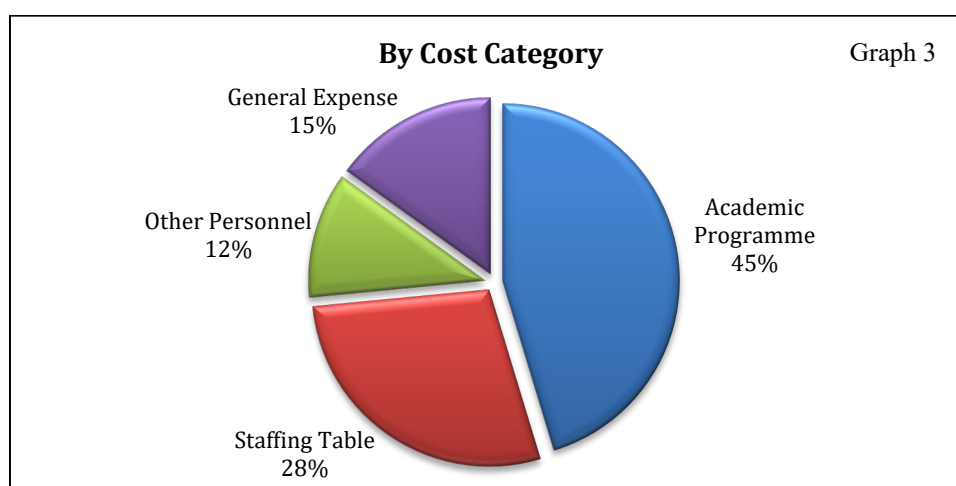


64. The budget is organized in five cost categories: *academic programme costs* (core and specific project-funded activities), 45.2 per cent; *staffing table costs*, 28.3 per cent; *other personnel costs*, 11.5 per cent; and *general expenses*, 15.0 per cent. See Graph 3.

⁹ The UNU Institute on Globalization, Culture and Mobility (UNU-GCM) closed on 31 December 2018 following a decision of the UNU Council taken at its 69th session (June 2018, Bonn). UNU-GCM budget data have been included to facilitate comparisons.

¹⁰ UNU-IRADDA is not yet operational and is budgeted to reflect its current status.

¹¹ UNU-BIOLAC, the UNU programme located in Venezuela, is grouped as one of the twelve institute budgetary funds. UNU-HQ, UNU-CPR, UNU-EGOV and UNU-ViE are grouped as sub-categories under UNU Centre budgetary fund.



65. Table 5 shows the further detailed breakdown of expenditures by budgetary fund and by cost category.

B2022-2023 Expenditure by Cost Category

(in thousands of USD)

Table 5

Fund/ Programmes	Total	Academic Programme (Core - Funded)	Staffing Table Costs	Other Personnel Costs	General Expenses	Specific Projects
UNU Centre	28,619	1,359	12,990	5,694	4,537	4,039
<i>UNU HQ</i>	15,008	621	9,183	2,222	2,347	635
<i>UNU-CPR</i>	6,028	150	1,026	1,614	1,129	2,109
<i>UNU-EGOV</i>	3,560	588	1,013	1,555	344	60
<i>UNU-ViE</i>	4,023	-	1,768	303	717	1,235
UNU-BIOLAC	1,409	1,101	-	181	127	-
UNU-CRIS	3,466	1,107	1,053	59	953	294
UNU In Macau	4,826	245	2,222	889	1,470	-
UNU-EHS	15,681	240	1,544	786	529	12,582
UNU-FLORES	4,813	105	2,296	1,021	358	1,033
UNU-IAS	13,460	200	786	608	545	11,321
UNU-IIGH	5,161	730	2,162	898	689	682
UNU-INRA	1,736	213	578	233	231	481
UNU-INWEH	3,670	400	1,520	1,079	671	-
UNU-MERIT	11,266	1,674	3,980	632	2,218	2,762
UNU-WIDER	25,239	3,944	5,844	1,845	1,681	11,925
UNU HQ Bldg	5,445	-	349	365	4,731	-
Total Budget	124,791	11,318	35,324	14,290	18,740	45,119
Distribution (%)	100%	9.1%	28.3%	11.5%	15.0%	36.1%

(a) Academic Programme Costs

66. As is the case with all other forms of expenditure, *academic programme costs* can be met by core funding and/or specific project funding at UNU. The terms *project fundraising* and *specific project funding* refer to voluntary contributions that result from active fundraising efforts and which are earmarked for specific projects. This category of contributions supports academic activities over and above planned activities financed from core income.
67. The total expenditure for academic programmes in B2022-2023 is estimated at USD 56.4 million. This represents a 10.5 per cent increase compared to the B2020-2021 estimates.
68. Academic programme costs can be broken down into (i) *defined academic programmes*; and (ii) *innovation and programme development funds*.
69. Defined academic programmes, including postgraduate activities, operate under three headers reflecting UNU's overarching thematic priorities:
 - (i) Peace and security;
 - (ii) Social change and economic development; and
 - (iii) Environment, climate, and energy.
70. The *innovation and programme development funds* provide funding for activities that do not relate to any specific project at the budget planning stage. They are intended to fund new, promising initiatives that will contribute to the accomplishment of an institute's overall mission; amounts under this category can be used to seed new projects or support *ad hoc* academic, technical, and other partnerships. Overall, these funds may represent up to 15 per cent of total institute budgets.
71. Defined academic programmes and the innovation and programme development funds comprise 93.3 per cent and 6.7 per cent respectively of total academic programme costs. This ratio is consistent with the ratio in the B2020-2021 budget (95.6 per cent and 4.4 per cent, respectively).
72. In addition to core funding, the B2022-2023 budget includes an estimated USD 45.1 million from project fundraising that is allocated to specific projects. Project fundraising overall indicates an increase of 20.6 per cent compared to the initial B2020-2021 budget, underlining the increasing demand for UNU's research and capacity building work as well as the institutes' individual successful fundraising strategies.
73. Given that the B2022-2023 budget is formulated with prudence and represents the lowest income and expenditure estimates based on prevailing information at the time of budget formulation, it is expected that additional project funding will be received during the biennium (2022-2023), permitting an even higher level of expenditure for specific projects.
74. The details of the academic programme costs by institutes are summarized in Table 6.

B2022-2023 Academic Programme and Specific Projects Costs

(in thousands of USD)

Table 6

Fund/ Programmes	Actual B2018- 2019	Estimates B2020- 2021	Estimates B2022-2023				Change over Estimates B2020- 2021 %	
			Total	Core		Specific Projects		
				Defined Academic Projects	Innovation & Programme Development Fund	Defined Academic Projects		Innovation & Programme Development Fund
UNU Centre	9,180	10,351	5,398	1,009	350	3,346	693	-47.9%
UNU HQ	1,050	2,114	1,256	421	200	635	-	-40.6%
UNU-CPR	5,013	2,932	2,259	-	150	2,109	-	-23.0%
UNU-EGOV	470	440	648	588	-	60	-	47.3%
UNU-ViE	2,647	4,865	1,235	-	-	542	693	-74.6%
UNU-BIOLAC	411	606	1,101	1,101	-	-	-	81.7%
UNU-CRIS	1,220	1,568	1,401	812	295	294	-	-10.7%
UNU In Macau	273	406	245	225	20	-	-	-39.7%
UNU-EHS	5,705	4,508	12,822	240	-	11,694	888	184.4% ¹²
UNU-FLORES	690	764	1,138	70	35	1,033	-	49.0%
UNU-GCM	145	Closed	Closed	Closed	Closed	Closed	Closed	-
UNU-IAS	12,787	12,342	11,521	-	200	11,171	150	-6.7%
UNU-IIGH	910	779	1,412	630	100	682	-	81.3% ¹³
UNU-INRA	780	742	694	180	33	481	-	-6.5%
UNU-INWEH	734	430	400	200	200	-	-	-7.0%
UNU-IRADDA	-	100	-	-	-	-	-	-
UNU-MERIT	4,063	3,630	4,436	1,474	200	2,512	250	22.2%
UNU-WIDER	11,761	14,869	15,869	3,605	339	11,925	-	6.7%
UNU HQ Bldg	-	-	-	-	-	-	-	-
Total	48,659	51,095	56,437	9,546	1,772	43,138	1,981	10.5%
Distribution (%)			100%	16.9%	3.2%	76.4%	3.5%	

(b) Staffing Table Costs and Other Personnel Costs

75. The UNU Staffing Table (Annex IV) includes all established academic and non-academic staff posts. These posts are funded by either *core funding* or *specific project funding*. Staffing Table costs comprise salaries of established posts (including common staff costs) across the Professional, National Professional Officer and General Service categories.
76. The common staff costs in the B2022-2023 budget remain at an average of 45 per cent for International Professional Staff and an average of 35 per cent for National Professional Officer and General Service categories. The rates are derived from the average actual costs from the past two biennia.

¹² The increase is primarily driven by a large multiyear project "Transformative Urban Coalitions" secured in 2021 from the German Federal Ministry for Environment, Nature Conservation and Nuclear Safety (BMUB) under the International Climate Initiative (IKI).

¹³ The increase is mainly due to the secured project financing from the Bill & Melinda Gates Foundation from 2020-2023.

77. UNU is projecting a total of 174 funded posts, of which 136 are core-funded (USD 35.3 million), while 38 posts utilize specific project funding (USD 9.1 million). This represents an increase of 15 funded posts compared to B2020-2021 estimates; these new posts are mainly at UNU-EHS and UNU-IAS, reflecting the institutes' successful fundraising strategies and high demand for their research.

B2022-2023 Staffing Table Costs (*core and specific project funded*)

(in thousands of USD)

Table 7

Funds / Programmes	Estimates B2020-2021 Number of Funded Posts	B2022-2023 Number of Funded Posts	Variance No. of Posts	Estimates B2020-2021 Staffing Table Costs			Estimates B2022-2023 Staffing Table Costs			Change over Est. B2020-2021 %
				Total	Core	Sp. Project	Total	Core	Sp. Project	
UNU Centre	54	53	-1	13,171	11,444	1,727	13,950	12,990	960	5.9%
UNU HQ	33	33	-	8,050	8,050		9,183	9,183	-	14.1%
UNU-CPR	5	3	-2	2,400	1,531	869	1,351	1,026	325	-43.7%
UNU-EGOV	5	6	1	630	630		1,013	1,013	-	60.8%
UNU-VIE	11	11	-	2,091	1,233	858	2,403	1,768	635	14.9%
UNU-BIOLAC	-	-	-	-	-		-	-	-	-
UNU-CRIS	1	3	2	447	447		1,053	1,053	-	135.6%
UNU In Macau	6	7	1	1,575	1,575		2,222	2,222	-	41.1%
UNU-EHS	13	19	6	2,383	1,306	1,077	4,183	1,544	2,639	75.5%
UNU-FLORES	10	12	2	2,143	2,143		2,500	2,296	204	16.7%
UNU-IAS	9	13	4	2,511	1,379	1,132	3,806	786	3,020	51.6%
UNU-IIGH	15	12	-3	2,032	2,032		2,470	2,162	308	21.6%
UNU-INRA	3	2	-1	580	460	120	601	578	23	3.6%
UNU-INWEH	5	4	-1	1,343	1,343		1,520	1,520	-	13.2%
UNU-IRADDA ¹⁴	1	-	-1	419	419		-	-	-	-100.0%
UNU-MERIT	9	12	3	3,206	3,206		4,100	3,980	120	27.9%
UNU-WIDER	32	35	3	6,065	4,864	1,201	7,627	5,844	1,783	25.8%
UNU HQ Bldg	1	2	1	255	255		349	349	-	36.9%
Total	159	174	15	36,130	30,873	5,257	44,381	35,324	9,057	22.8%

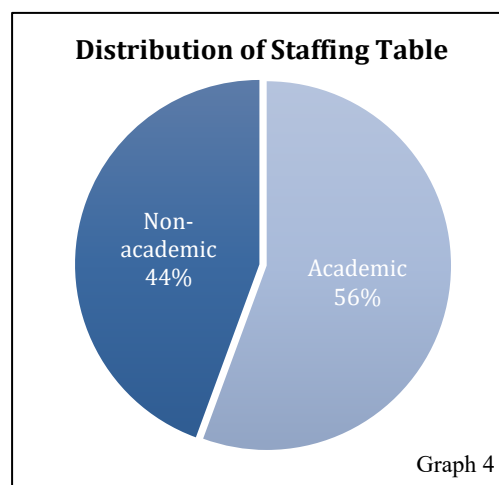
Several positions are funded with both core and specific project funds.

78. A detailed UNU Staffing Table for B2022-2023 is presented in Annexes IV and V.
79. In line with the UNU Personnel Policy, established research and/or capacity development posts are benchmarked against equivalent or corresponding academic ranks commonly used in leading universities and research institutions around the world. Directors of institutes have the autonomy to decide on the appropriate ratio between professional, national professional officer, and general services posts based on the circumstances of their research institutes.¹⁵
80. The core-funded posts include: 73 Professional posts, 18 National Professional Officer posts, and 45 General Service posts. The posts funded by specific project funding include 28 Professional posts, 5 National Professional Officer posts and 5 General Service posts. In addition, 17 non-funded posts listed on the staffing table will be filled only if core funding or specific project funding are secured to cover salary and related costs.

¹⁴ UNU-IRADDA is not yet operational and is budgeted to reflect its current status.

¹⁵ This follows from the delegated authority on all relevant human resources decisions at the University from the United Nations Secretary-General to the UNU Rector, who can further delegate this authority to UNU institute directors.

81. The distribution of Staffing Table costs, as shown in Graph 4, demonstrates a higher percentage of expenditure allocated to academic personnel. Given that several senior staff and other staff under non-academic contracts also perform academic tasks, the University's true ratio of academic to non-academic resources is even higher in practice.



82. In June 2021, 22 of the current 131 funded positions were vacant, which represents a vacancy rate of 17 per cent. This is comparable to the vacancy rate in November 2019 (18 per cent), noted in the Advisory Committee report (Annex III). The University finds this vacancy rate to be in line with its expressed intention to transfer academic knowledge in and out of the University (exchange with research partners and institutions) and notes that out of the 22 vacant positions, 18 (82 per cent) are indeed academic and only 10 are currently under recruitment, resulting in an 'active' vacancy rate of 8 per cent.

83. Other Personnel costs include the salaries of (i) individuals engaged under a PSA modality; (ii) consultants engaged under Consultant Contracts; and (iii) United Nations Volunteers (UNV). The expenditure for Other Personnel costs during B2022-2023 is estimated to be USD 32.6 million, reflecting an increase of 37.0 per cent over the initial B2020-2021 budget, as summarized in Table 8. This is mainly driven by the increase in consultants under specific projects.

84. An analysis of the PSA modality is presented in Annex VI.

B2022-2023 Other Personnel Costs (core and specific project funded)

(in thousands of USD)

Table 8

Expenditure	Actual B2018-2019	Estimates B2020-2021	Estimates B2022- 2023	Change over Estimates 2018-2019 %
Other Personnel Costs (Core-Funded)	9,712	11,621	14,290	23.0%
Other Personnel Costs (Specific project funded)	13,913	12,177	18,324	50.5%
Total Costs	23,625	23,798	32,614	37.0%

85. Approximately 1.5 per cent of UNU HQ's budget for the biennium is allocated for implementation of the UNU Policy on Gender Equality and UNU Gender Action Plan 2020-2024, and is intended to cover staff resources, training, and capacity development of Centre staff and annual capacity building sessions for institute directors. This is in addition to 2 per cent of total staff and PSA costs allocated in the overall budget for training and continuous development, a portion of which will also be spent on training and capacity building on gender mainstreaming. These resources do not include funding set aside by UNU institutes for the staffing and training of gender focal points, nor funds spent more generally on training or capacity building on gender mainstreaming activities.

(c) General Expenses

86. General expenses for B2022-2023 are estimated to be USD 18.7 million, a slight decrease of 0.8% over the B2020-2021 budget estimates.

87. The travel budget is reduced by 15.7 per cent as UNU increasingly adopted enabling technologies and ICT tools for remote meetings, virtual workshops and online learning since the start of the pandemic. To realize savings on early tickets booking, UNU included a requirement for tickets to be purchased 16 days in advance, in the revised travel policy for official business issued in October 2019. In addition, UNU also applies the self-ticketing option practiced in other United Nations entities such as the United Nations Secretariat.

88. Contractual Services represent professional services and specialized services procured in support of UNU projects through Institutional Contractual Agreements (ICAs). Contractual Services increased by 23.2 per cent primarily due to higher administrative support services from UNU institutes' partner Universities and external consulting services for business development.
89. Maintenance and Operating Costs of the UNU HQ Building in Tokyo, Japan increased by 4.6 per cent mainly due to inflation.
90. General Operating Expenses mainly cover communications, maintenance of equipment, supplies, materials, and indirect costs for common objectives of UNU, such as the Enterprise Resources Planning (ERP) system, outsourced human resources services, and audits. They showed a marginal drop of 2.1 per cent.
91. Acquisition of office furniture and equipment is reduced as personnel may continue with remote work arrangements post pandemic.

B2022-2023 General Expenses

(in thousands of USD)

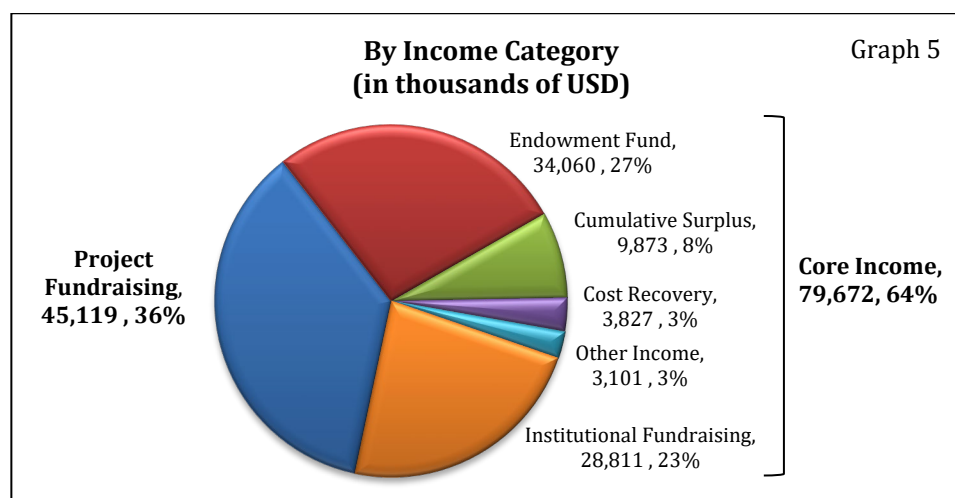
Table 9

Expenditure	Actual B2018-2019	Estimates B2020-2021	Estimates B2022-2023	Change over Estimates B2020-2021 %
Travel	2,003	2,263	1,907	-15.7%
Contractual Services	1,161	1,341	1,652	23.2%
Maintenance and Operating Costs of UNU HQ Building	6,950	4,525	4,731	4.6%
General Operating Expenses	5,271	9,292	9,095	-2.1%
Furniture and Equipment	1,554	1,476	1,355	-8.2%
Total	16,939	18,897	18,740	-0.8%

B. Income Estimates

92. In accordance with the UNU Charter (Article IX), capital costs and recurrent costs of the University are met from voluntary contributions, or from the income derived therefrom. The UNU is not financed through assessed contributions from Member States but solely from voluntary contributions. UNU does not receive any subvention from the regular budget of the United Nations.
93. The estimated budgetary income for B2022-2023 is USD 124.8 million. Similar to expenditures, income can also be categorized into core income and project fundraising.

94. Core income represents unearmarked resources. For B2022-2023, estimated core income amounts to USD 79.7 million (63.8 per cent of the total estimated income), comprising USD 34.1 million in endowment fund income; USD 28.8 million in institutional fundraising; USD 3.8 million in cost recovery income; USD 9.9 million from the cumulative surplus carried forward from prior biennia; and USD 3.1 million from other income (see para 109). Estimated core income is expected to increase by 6.1 per cent, as compared to the initial B2020-2021 budget.



95. *Project fundraising* is primarily intended to support academic activities over and above activities financed from core income. Estimated *Project fundraising* amounts to USD 45.1 million (36.2 per cent of the total estimated income).
96. Graph 5 and Table 10 show the sources of estimated income for B2022-2023.

B2022-2023 Income

(in thousands of USD)

Table 10

Income Category	Actual B2018-2019	Estimates B2020-2021	Estimates B2022- 2023	Change over Estimates B2020-2021 %
Endowment Fund	28,969	33,444	34,060	1.8%
Cumulative Surplus	11,244	4,931	9,873	100.2%
Institutional Fundraising	33,906	33,567	28,811	-14.2%
Cost Recovery	-	-	3,827	0.0%
Other Income	6,518	3,128	3,101	-0.9%
Total Core Funding	80,637	75,070	79,672	6.1%
Project Fundraising	53,687	37,416	45,119	20.6%
Total	134,324	112,486	124,791	10.9%

97. The estimated income by Institute for B2022-2023 is summarized in Table 11.

B2022-2023 Income by Fund

(in thousands of USD)

Table 11

Fund/Programme	Total Income	Core Income						Specific Project Income
		Total Core Income	Endowment Fund	Cumulative Surplus	Institutional Fundraising	Cost Recovery	Other Income	Project Fundraising
UNU Centre	28,619	24,580	14,040	2,833	7,144	563	-	4,039
UNU HQ	15,008	14,373	10,952	725	2,696	-	-	635
UNU-CPR	6,028	3,919	3,000	696	-	223	-	2,109
UNU-EGOV	3,560	3,500	88	1,412	2,000	-	-	60
UNU-ViE	4,023	2,788	-	-	2,448	340	-	1,235
UNU-BIOLAC	1,409	1,409	954	455	-	-	-	-
UNU-CRIS	3,466	3,172	-	-	3,172	-	-	294
UNU In Macau	4,826	4,826	4,062	-	764	-	-	-
UNU-EHS	15,681	3,099	241	-	2,693	165	-	12,582
UNU-FLORES	4,813	3,780	-	612	3,168	-	-	1,033
UNU-IAS	13,460	2,139	610	-	-	1,511	18	11,321
UNU-IIGH	5,161	4,479	3,804	476	-	199	-	682
UNU-INRA	1,736	1,255	961	250	-	44	-	481
UNU-INWEH	3,670	3,670	-	313	3,357	-	-	-
UNU-MERIT	11,266	8,504	2,039	3,251	3,141	73	-	2,762
UNU-WIDER	25,239	13,314	5,078	1,521	5,372	1,272	71	11,925
UNU HQ Bldg	5,445	5,445	2,271	162	-	-	3,012	-
Total Budget	124,791	79,672	34,060	9,873	28,811	3,827	3,101	45,119

Estimated Core Income

(a) Income from the UNU Endowment Fund

98. Capital contributions mobilized for UNU Centre, UNU-EGOV, UNU-BIOLAC, UNU in Macau, UNU-EHS, UNU-IIGH, UNU-INRA, UNU-IRADDA, UNU-MERIT, UNU-WIDER and UNU-IAS are invested in an endowment fund under the fiduciary responsibility of the Secretary-General of the United Nations. Income derived from the investment of the UNU Endowment Fund is distributed to the UNU Centre, the UNU HQ Building, and each of the above institutes in proportion to the amount of capital contributions each has invested.
99. The UNU Council decided at its 46th session in December 1999 that the annual investment income withdrawal from the UNU Endowment Fund should be limited to 5.00 per cent of the five-year average market value of the UNU Endowment Fund. This limit is meant to protect the long-term capital value of the UNU Endowment Fund.¹⁶ An ad-hoc advisory committee on the investment of the UNU Endowment Fund, comprising a number of financial experts, recommended the 5.00 per cent limit to the UNU Council. To ensure the sustainability of the UNU Endowment Fund, the B2022-2023 budget proposal includes a reduced withdrawal amount of 4.75 per cent.

¹⁶ The 5.00 per cent figure was used by universities in the United States of America with similar, medium-sized endowments based on the results of a study conducted and presented to the Council prior to its 46th session.

100. Endowment fund income for B2022-2023 is estimated to be USD 34.1 million, representing a slight increase (1.8 per cent) compared to the initial B2020-2021 budget, as summarized in Table 12.

B2022-2023 Income from Endowment Fund

(in thousands of USD)

Table 12

Funds/Programmes	Actual B2018-2019	Estimates B2020-2021	Estimates B2022-2023 ¹⁷	Change over Estimates B2020-2021 %
UNU Centre	15,724	15,956	14,040	-12.0%
<i>UNU HQ</i>	12,031	12,576	10,952	-12.9%
<i>UNU-CPR</i>	3,693	3,380	3,000	-11.2%
<i>UNU-EGOV</i>	-	-	88	0.0%
UNU-BIOLAC	926	939	954	1.6%
UNU In Macau	1,888	3,831	4,062	6.0%
UNU-EHS	234	237	241	1.7%
UNU-IAS	-	452	610	35.0%
UNU-IIGH	3,686	3,741	3,804	1.7%
UNU-INRA	850	945	961	1.7%
UNU-IRADDA	-	441	-	-100.0%
UNU-MERIT	1,978	2,006	2,039	1.6%
UNU-WIDER	3,683	4,896	5,078	3.7%
UNU HQ Bldg.	-	-	2,271	0.0%
Total	28,969	33,444	34,060	1.8%

¹⁷ Total endowment fund withdrawal based on the rate of 4.75 per cent of the 5-year average market value is USD 34.547 million for 2022-2023. The allocation of USD 34.060 million for the 2022-2023 budget excludes the withdrawal for UNU-IRADDA as it is not yet operational.

(b) Cumulative Surplus Carried Forward

101. These funds, resulting from surplus of income over expenditure from previous biennia, are mobilized with the approval of the UNU Council. Given the different funding schemes among institutes as well as individual project timelines, fluctuations are to be expected.
102. Table 13 summarizes the cumulative surplus carried forward, by institute, for B2018-2019 and B2020-2021. The table also includes the projected total cumulative surplus as at the end of 2021 (USD 27.4 million). Of this amount, USD 9.9 million is proposed to finance the B2022-2023 budget. The increase in the utilization of cumulative surplus is mainly driven by higher planned activities led by changes in strategic plans and carried over activities from prior biennium that were postponed due to the restrictions imposed during the COVID-19 pandemic.

B2022-2023 Cumulative Surplus Carried Forward

(in thousands of USD)

Table 13

Funds/Programmes	Actual B2018-2019	Estimates B2020-2021	Projected Total Surplus as of 2021	Estimates B2022-2023	Change over Estimates B2020-2021 %
UNU Centre	1,362	1,812	4,055	2,833	56.3%
UNU HQ	43	672	1,779	725	7.9%
UNU-CPR	174	140	776	696	397.1%
UNU-EGOV	1,000	1,000	1,500	1,412	41.2%
UNU-ViE	145	-	-	-	0.0%
UNU-BIOLAC	-	-	580	455	0.0%
UNU-CRIS	124	-	725	-	0.0%
UNU In Macau	1,138	-	1,798	-	0.0%
UNU-FLORES	487	-	633	612	0.0%
UNU-GCM	869	-	-	-	0.0%
UNU-IAS	-	-	1,000	-	0.0%
UNU-IIGH	-	240	3,269	476	98.3%
UNU-INRA	759	-	250	250	0.0%
UNU-INWEH	469	-	1,596	313	0.0%
UNU-IRADDA	60	123	1,150	-	-100.0%
UNU-MERIT	1,520	1,766	5,373	3,251	84.1%
UNU-WIDER	4,196	990	5,981	1,521	53.6%
UNU HQ Bldg.	260	-	967	162	0.0%
Total	11,244	4,931	27,377	9,873	100.2%

103. The Rector's Memorandum on cumulative surpluses issued in April 2021 served as a guidance for institutes and offices to enhance their financial sustainability through deferring endowment fund withdrawals or reinvesting surplus funds. Institutes were requested to build up surpluses to the equivalent of 6 months' expenditure coverage, with endowed and non-endowed institutes investing surpluses over 6 and 8 months respectively into the endowment fund. Reinvestments into the endowment fund during B2018-2019 was USD 5.2 million (17.8% of allocated endowment fund income) and is estimated at USD 5.8 million (17.4%) for B2020-2021.

(c) Institutional Fundraising

104. These are discretionary funds which can be utilized to meet the costs associated with academic activities as well as the administration and general operations of an institute. Institutional fundraising is primarily provided through host country agreements. These contributions are generally not earmarked for a specific academic project at the time of receipt.

105. Institutional fundraising estimated for the period B2022-2023 amounts to USD 28.8 million, reflecting a decrease of 14.2 per cent from B2020-2021. The decrease is mainly due to the recategorization of UNU-IAS's institutional fundraising as cost recovery with effect from B2022-2023 and the termination of a multi-year agreement under UNU-WIDER. On the other hand, higher institutional fundraising is expected from UNU-CRIS and UNU-EHS from their host country donors.¹⁸
106. The institutional fundraising from the Japanese MoFA, previously presented under the UNU HQ Building budget, is presented under the UNU Centre's budget in the estimates for B2022-2023. This change was approved in the revised budget for B2020-2021 at the 73rd Council Session in June 2020.
107. Table 14 shows the breakdown of all estimated institutional fundraising both for UNU Centre and all UNU institutes.

B2022-2023 Institutional Fundraising

(in thousands of USD)

Table 14

Funds/Programmes	Actual B2018-2019	Estimates B2020-2021	Estimates B2022-2023	Change over Estimates B2020-2021 %
UNU Centre	4,728	4,676	7,144	52.8%
UNU HQ	449	401	2,696	572.3%
UNU-CPR	5	-	-	0.0%
UNU-EGOV	2,000	2,000	2,000	0.0%
UNU-ViE	2,274	2,275	2,448	7.6%
UNU-BIOLAC	-	-	-	-
UNU-CRIS	2,130	2,454	3,172	29.3%
UNU In Macau	2,016	1,160	764	-34.1%
UNU-EHS	2,051	2,048	2,693	31.5%
UNU-FLORES	3,010	3,563	3,168	-11.1%
UNU-GCM	136	Closed	Closed	0.0%
UNU-IAS	3,549	3,857	-	-100.0%
UNU-IIGH	-	-	-	0.0%
UNU-INRA	40	-	-	0.0%
UNU-INWEH	3,171	3,173	3,357	5.8%
UNU-MERIT	2,836	2,790	3,141	12.6%
UNU-WIDER	7,592	7,575	5,372	-29.1%
UNU HQ Bldg.	2,647	2,271	-	-100.0%
Total	33,906	33,567	28,811	-14.2%

(d) Cost Recovery

108. Cost recovery is the programme support cost revenue that the UNU collects on earmarked specific projects expenditures. It is estimated at USD 3.8 million for B2022-2023. It is intended to ensure that the costs of implementing specific projects are covered by the project funding and not subsidized by UNU's core resources. The cost recovery rate is included as part of earmarked voluntary contributions but varies based on negotiations with donors on a case-by-case basis.

¹⁸ Institutional fundraising estimates for UNU-CRIS for B2022-2023 are subject to the signing of a new funding agreement with the host country government.

(e) Other Income

109. Other income is mainly derived from rental and services provided to the HQ Building tenants and from users of the UNU HQ's conference facilities. Whereas UNU witnessed declining income due to COVID-19 in use of conference facilities, income from building tenants marginally increased. Consequently, the estimated income from these activities remains consistent at USD 3.1 million in both the B2020-2021 and B2022-2023 budgets.

Estimated Income from Project Fundraising

110. While the level of core income can be estimated with certainty at the beginning of a biennium, any estimate of new project funding will be subject to variation. This is mitigated by including project funding estimates based largely on assured funding at the time of budget formulation.

111. Income from project fundraising for B2022-2023 amounts to USD 45.1 million, representing an increase of 20.6 per cent compared to the initial B2020-2021 (USD 37.4 million) as per Table 15. This entire income is dedicated to project activities.

B2022-2023 Income from Project Fundraising

(in thousands of USD)

Table 15

Funds/Programmes	Actual B2018-2019	Estimates B2020-2021	Estimates B2022- 2023	Change over Estimates B2020-2021 %	Breakdown of new and c/f Project Fundraising 2022-2023	
					New	c/f
UNU Centre	11,678	8,319	4,039	-51.4%	3,002	1,037
UNU HQ	1,648	1,082	635	-41.3%	546	89
UNU-CPR	5,625	2,432	2,109	-13.3%	1,581	528
UNU-EGOV	417	20	60	200.0%	40	20
UNU-ViE	3,988	4,785	1,235	-74.2%	835	400
UNU-BIOLAC	-	-	-	0.0%	-	-
UNU-CRIS	293	450	294	-34.7%	294	-
UNU In Macau	126	-	-	0.0%	-	-
UNU-EHS	7,889	4,268	12,582	194.8%	12,118	464
UNU-FLORES	671	602	1,033	71.6%	956	77
UNU-GCM	26	Closed	Closed	Closed	Closed	Closed
UNU-IAS	16,373	10,897	11,321	3.9%	9,813	1,508
UNU-IIGH	699	50	682	1264.0%	682	-
UNU-INRA	438	602	481	-20.1%	429	52
UNU-INWEH	512	100	-	-100.0%	-	-
UNU-MERIT	4,538	2,299	2,762	20.1%	2,472	290
UNU-WIDER	10,444	9,829	11,925	21.3%	6,973	4,952
UNU HQ Bldg	-	-	-	0.0%	-	-
Total	53,687	37,416	45,119	20.6%	36,739	8,380

112. New project fundraising income is expected to increase by USD 6.7 million to USD 36.7 million, which represents an increase of 22.4 per cent over initial estimates for B2020-2021. This is primarily driven by a large multiyear project "Transformative Urban Coalitions" secured in 2021 from the German Federal Ministry for Environment, Nature Conservation and Nuclear Safety (BMUB) under the International Climate Initiative (IKI).

C. Budget for Managing and Maintaining the UNU Headquarters Building in Tokyo

113. Since the 2006-2007 biennium, the UNU HQ Building in Tokyo has been administrated as a separate budgetary fund. The total expenditure for operating and maintaining the UNU HQ Building is covered from the income generated from the building operations and the UNU Endowment Fund. The UNU HQ Building's budget represents 4.4 per cent of the total UNU budget.
114. During B2022-2023, estimated expenditures for regular maintenance, utilities, and personnel will amount to USD 5.4 million. The estimated budget allocated to the UNU HQ Building for B2022-2023, shown in Table 16, has increased by 4.4 per cent from the initial B2020-2021 budget (USD 5.2 million) due to the annual salary step increments and inflation.

B2022-2023 UNU Headquarters Building Budget

(in thousands of USD)

Table 16

Expenditure	Actual B2018-2019	Estimates B2021-2021	Estimates B2022- 2023	Change over Estimates B2020-2021 %
Staffing Table and Other Personnel Costs	550	693	714	3.0%
General Expenses:				
<i>Maintenance and Operating Costs</i>	4,332	4,525	4,731	4.6%
Total	4,882	5,218	5,445	4.4%
Income				
Contribution for Maintenance (received from MoFA)	2,647	2,271	-	-100.0%
Endowment Fund	-	-	2,271	0.0%
Cumulative Surplus	-	-	162	0.0%
Other Income:				
<i>Rental and contribution for maintenance from tenants</i>	2,034	2,078	2,412	16.1%
<i>Fees charged for Utilization of Conference Facilities and equipment</i>	1,057	869	600	-31.0%
Total	5,738	5,218	5,445	4.4%

115. Apart from the endowment fund and cumulative surplus, the financing for the maintenance and operation of the UNU Headquarters Building comes from two other sources of income:
- Contributions for the use of office space received from United Nations offices (the International Labour Organization (ILO), UNDP, the United Nations Population Fund (UNFPA), the United Nations Information Centres (UNIC), the United Nations Industrial Development Organization (UNIDO), the United Nations Children's Fund (UNICEF), the United Nations Office for Project Services (UNOPS), the World Tourism Organization (UNWTO), the World Food Programme (WFP)) and non-governmental organizations (NGOs – Global Compact Network Japan and the Japan Foundation for UNU). The total estimated rental income for B2022-2023 amounts to USD 2.4 million. The increase of 16.1 per cent from B2020-2021 estimate is mainly because of the new tenancy agreement secured with Global Compact Network Japan (GCNJ) during 2020.
 - Fees charged for the utilization of conference facilities and the audio-visual equipment in the UNU HQ Building. These facilities are used extensively for UNU activities and are also rented to United Nations entities and to external parties, i.e., non-governmental/non-profit entities and private sector companies. For the year 2020, a total of 78 events were organized, of which 38 events were organized by UNU or United Nations entities. Usage of the conference facilities was greatly impacted during the year due to renovations works and the onset of the pandemic. The estimated income generated by the rental of the conference facilities and services for B2022-

2023 amounts to USD 0.6 million. This estimate factors in the expected lower number of physical events held as organizers may prefer virtual and/or a combination of virtual and physical events.

116. After almost thirty years of use, the prevention of structural damage and repair are essential. The owner of the building, MEXT, is pursuing, in close consultation with the University, a programme of repairs in accordance with the Agreement Between the United Nations and the Government of Japan regarding the Headquarters of the United Nations University, dated 14 May 1976. The seismic vibration control renovations of the ceiling of the conference facilities and elevator renovation are examples of the repairs financed directly by MEXT.

D. Budget Authorizations Given by the UNU Council to the Rector

117. In connection with the decision to adopt the budget, the UNU Council considers the necessary budget authorizations, which might be required by the Rector as chief academic and administrative officer, to effectively execute the budget of the University. In this regard, the UNU Council:
- (i) Authorizes the Rector to transfer up to a total of 15 per cent from the UNU Centre to institutes; also authorizes the Rector to transfer up to a total of 15 per cent from any budget line of the UNU Centre or within respective institute budgets;
 - (ii) Further authorizes the Rector to accept and utilize additional funds which may be received by the University during B2022-2023 for the work programme that has been approved by the Council;
 - (iii) Further authorizes the Rector, where necessary, to establish and reclassify posts on the B2022-2023 staffing table, within the available resources; and
 - (iv) Stipulates that the Rector shall consult the Council when the University has to make expenditure commitments which would exceed the total approved budget and that all such actions shall be approved by the Council in due course.

IV. Work Programme of the United Nations University B2022-2023

Note of Guidance

The following guidance is intended to facilitate the interpretation of the charts and figures presented in this section:

- Research programmes at UNU institutes contain smaller sub-projects. Each research programme contributes to one of the thematic areas of focus defined in the UNU Strategic Plan 2020-2024.
- All figures presented for the biennia 2010-2011, 2012-2013, 2014-2015, 2016-2017, 2018-2019 represent final values at the end of the respective biennia. Figures shown for 2020-2021 marked with the annotation 'revised' are based on the data available as of the last budget revision, undertaken on 1 June 2021. Figures shown for 2020-2021 marked with the annotation 'adjusted' combine data from the latest budget revision, as well as actual Project Fundraising (SPC) income received through until June 2021. Figures shown for 2022-2023 are forecasted estimates.
- *Performance measures* are a combination of expected results and indicative measures of programme success. The implementation of academic programmes is monitored at the level of projects throughout the biennium.
- The figures presented in this section do not reflect anticipated counterpart support from cooperating institutions, as in the case of UNU-BIOLAC, UNU-CRIS and UNU-MERIT, among others.

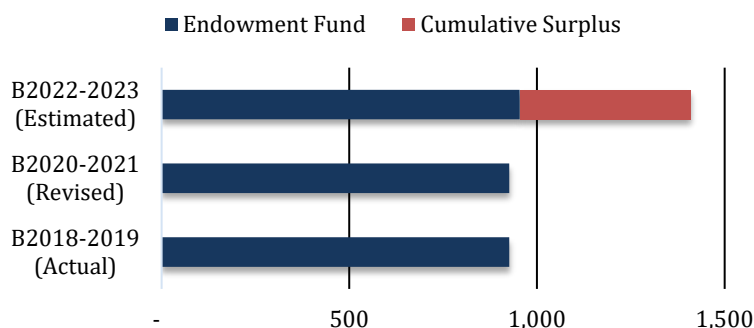
Tables and charts:

- SPC funding for 2020-2021 (adjusted) takes into account income received during the 18-month period between 1 January 2020 to 30 June 2021.
- The ratios reflected in the chart 'Allocation of Resources' are based on figures reported by the directors and heads of the UNU institutes/academic units. They represent the *expected* allocation of resources at the outset of a biennium.
- The fundraising charts incorporate both institutional and project fundraising. The charts distinguish between domestic and international fundraising. Domestic fundraising includes all funds obtained (whether institutional or project-specific) from domestically domiciled partners (host government, local NGOs, national foundations, etc.), except international organizations – the latter are categorized as international donors. International donors include all other partners not based in the same state as the UNU institute.
- Personnel charts include all known personnel that fall into one of four categories:
 - United Nations Staff (International Professional Staff, National Professional Officers and General Services Staff);
 - United Nations Volunteers (UNVs);
 - Personnel Service Agreement-holders (PSAs); and
 - Consultants that are hired through UNU-issued Consultant Contracts (CTCs).

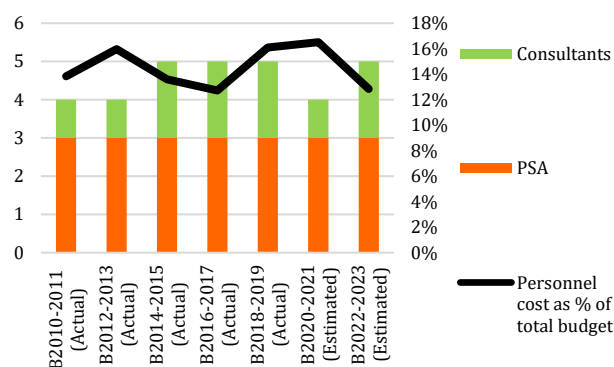
UNU-BIOLAC Programme and Budget B2022-2023

The UNU Biotechnology Programme for Latin America and the Caribbean (UNU-BIOLAC) focuses on building biotechnological capacities in Latin America and the Caribbean by co-funding training courses and research/training fellowships. The Programme supports researchers from the least developed countries in the region. More than 450 young researchers engaging with health-related and environmental challenges of the region are involved each year.

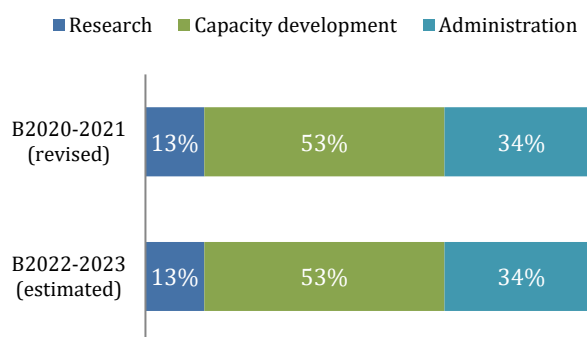
Income Category (in thousands USD)



Funded Personnel



Allocation of Resources



Targeted Sustainable Development Goals and Major Policy Processes

UNU-BIOLAC is operated as one project that works to ensure inclusive and quality capacity development via research scholarships and training courses throughout Latin America and the Caribbean.

Framing activities around SDG 4 (Quality Education), UNU-BIOLAC focuses on providing equal opportunities for higher technical education. More specifically, by building capacity and providing scholarships in developing countries in Latin America and the Caribbean, UNU-BIOLAC supports the regional achievement of Target 4 (b).

The Programme's academic activities vary in focus, but they mostly relate to SDG 3 (Good Health and Well-Being), SDG 7 (Affordable and Clean Energy), SDG 9 (Industry, Innovation and Infrastructure), and SDG 15 (Life on Land).

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
Biotechnology Capacities for Social Development	Environment, Climate and Energy	5 personnel	1101

The programme targets specific areas of biotechnology, such as climate change and bioenergy, vector control of emerging diseases, industrial biotechnology, bioinformatics in the era of big data, and bioethics. Priority areas are selected based on those deemed strategically valuable by regional academic institutions, research organizations, and UNU-BIOLAC’s Scientific Advisory Committee members.

Performance Measure(s)

- More than 450 professionals trained per year in diverse areas of biotechnology through highly specialized training activities and capacity development.
- Building and support of professional networks in strategic biotech areas for Latin America and the Caribbean.

Training, Teaching and Capacity Development Activities

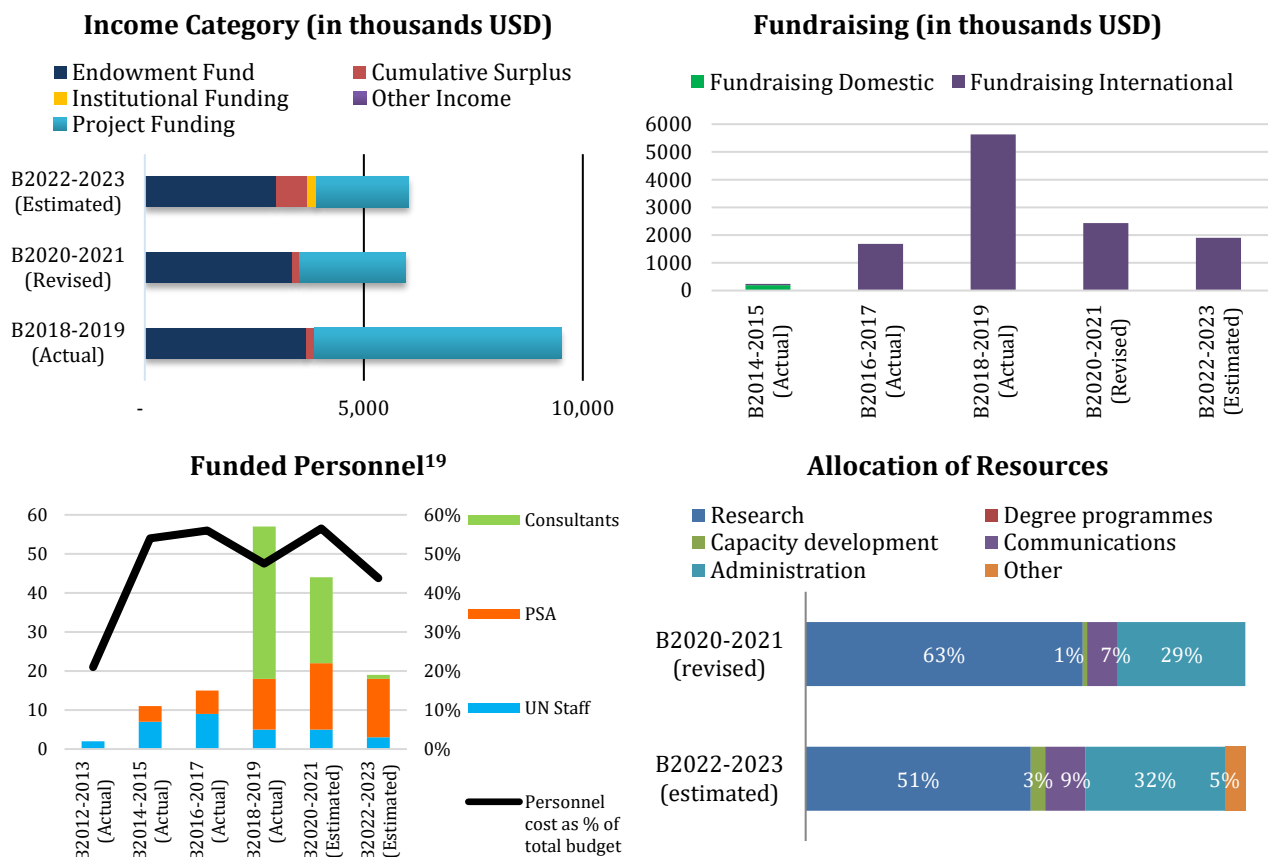
UNU-BIOLAC co-organizes high level courses, workshops, and research fellowships across Latin America and the Caribbean, building technical capacities of young researchers working to address human, animal, and plant health and environmental problems of the region. The academic activities of UNU-BIOLAC involve more than 400 teachers and students every year.

Collaboration Highlights

UNU-BIOLAC activities are co-hosted by regional universities and research institutes and supported through cooperation agreements with the University of Granada, Spain, and the International Centre for Genetic Engineering and Biotechnology, Italy. At least 30 capacity development activities throughout the region are organized per year, leveraging the co-hosting institutions’ academic facilities. UNU-BIOLAC also organizes around 15 annual fellowships, each involving at least two institutions, and more than 14 academic institutions that co-host courses and workshops throughout the region.

UNU-CPR Programme and Budget B2022-2023

The UNU Centre for Policy Research (UNU-CPR) combines research excellence with deep knowledge of the multilateral system to generate innovative solutions to current and future global public policy challenges.



Targeted Sustainable Development Goals and Major Policy Processes

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

SDG 13: UNU-CPR supported the United Nations Development Coordination Office (UNDCO) in its first thematic deep dive for the Resident Coordinator (RC) system on the theme of the Triple Planetary Crisis. UNU-CPR's report, written jointly with UNU-INRA, provides analysis, best practices and documents the constraints experienced by RCs on the ground specifically in relation to the Triple Planetary Crisis.

SDG 16: UNU-CPR's "Managing Exits from Armed Conflict" (MEAC) project is a multi-year multi-partner collaboration to develop a unified, rigorous approach to examining how and why individuals exit armed conflict and evaluate the efficacy of interventions meant to help support their transition to civilian life. It is conducted in close collaboration with a consortium of donors and key United Nations actors, including the United Nations Children's Fund (UNICEF), the World Bank, the United Nations Department of Peacekeeping Operations (DPO), the United Nations Development Programme (UNDP) and the International Organization for Migration (IOM).

¹⁹ The number of consultants may increase as new projects are funded during the course of the biennium.

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
Conflict Prevention and Sustaining Peace	Peace and Security	7 personnel	212

UNU-CPR’s work in this area includes in-depth field-driven research on conflict dynamics, armed groups, and transborder issues like arms routes and illicit financial networks. UNU-CPR makes available climate-security expertise, as well as first-hand experience of and research on the multilateral system, including on Security Council dynamics, geopolitical trends that affect the United Nations’ peace and security work, and country-specific challenges. This work will make a direct contribution to the Secretary-General’s Common Agenda and build on UNU-CPR’s Senior Fellows programme to ensure a diversity of perspectives are reflected in the methodology and the findings.

Performance Measure(s)

- Reports addressing issues of key interest to the United Nations Department of Political and Peacebuilding Affairs (UN DPPA). The reports will leverage unique data from field visits and surveys that are available to UNU-CPR through established networks.

Development Equities	Social Change and Economic Development	10 personnel	1,897
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The distinctiveness of the 2030 Agenda for Sustainable Development lies in the recognition that we all have equities in a shared future—a shared claim to a clean environment, decent work, and good health. This programme identifies the structural barriers that impede progress towards achieving the SDGs, and designs interventions that improve access to services, guarantee basic rights, and address socio-economic inequalities.

Performance Measure(s)

- Modern slavery programmes are a key component of this pillar and will grow to include additional Member State supporters, new activities with the financial sector in Africa, and in-depth studies of modern slavery in specific target countries, including Ghana, Uganda, Brazil, and India.
- The work is meant to act on the recommendations that emerge from the RC system review in 2021 and support UNDCO and the Deputy-Secretary General in overseeing the restructuring of the United Nations development system and the improved functioning of Country Teams.

Emerging Challenges, Innovative Solutions	Social Change and Economic Development	2 personnel	10
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The Secretary-General has called for a more future-oriented organization, which is prepared for emerging challenges and capable of innovation. His Common Agenda places particular importance on intergenerational solidarity, orienting the work of the United Nations to address problems that will impact decades to come.

Performance Measure(s)

- UNU-CPR will develop collaborative projects through the High-Level Committee on Programmes (HLCP) Foresight Network.
- Working through the Senior Fellows programme, UNU-CPR will develop at least one research report per year that touches on a frontier research issue.

Innovation and Programme Development Fund			150
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Collaboration Highlights

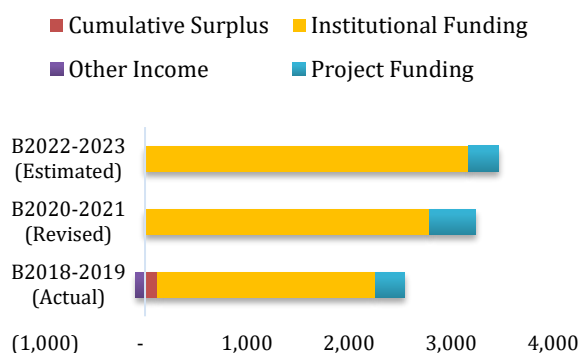
UNU-CPR identified an opportunity to support the Deputy Secretary-General's efforts to review and renew the development system in early 2021 and led a research effort for UNDCO that explored the capacity, understanding, and constraints Resident Coordinators face in addressing one of the Secretary-General's key priority areas: environment, pollution, and climate (Triple Planetary Crisis).

In a multi-year collaboration with Member States, the World Bank, DPO, UNDP, UNICEF, and universities, UNU-CPR's MEAC initiative is building a comprehensive United Nations framework for assessing individual exits from armed conflict which will strengthen efforts on the ground to design and implement effective interventions to support sustainable transitions out of armed conflict.

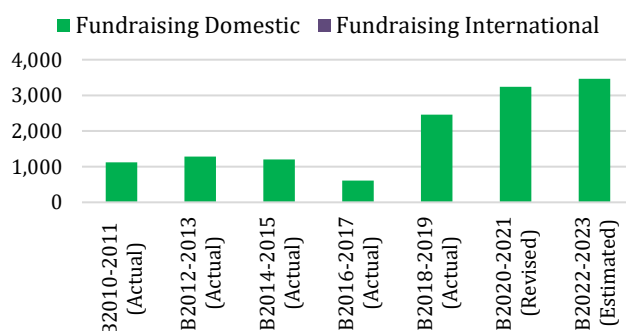
UNU-CRIS Programme and Budget B2022-2023

The UNU Institute on Comparative Regional Integration Studies (UNU-CRIS) focuses on regional public goods and the processes and consequences of intra- and inter-regional integration and cooperation. The Institute has strong links to United Nations entities and works in partnership with institutes and initiatives that are concerned with issues of regional integration, governance, stability, and cooperation.

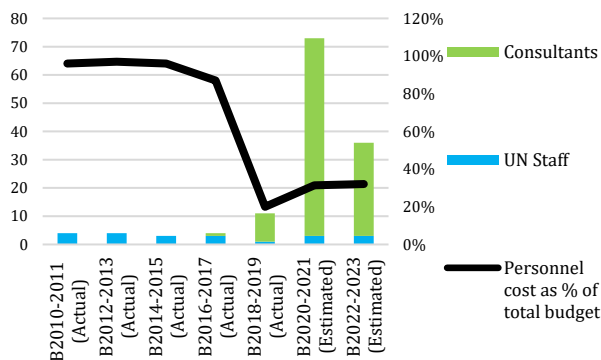
Income Category (in thousands USD)²¹



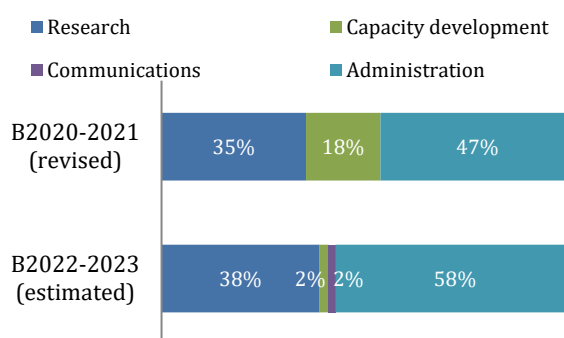
Fundraising (in thousands USD)



Funded Personnel



Allocation of Resources



Targeted Sustainable Development Goals and Major Policy Processes

UNU-CRIS's work is closely linked to SDG 16 (Peace, Justice and Strong Institutions) and SDG 17 (Partnerships for the Goals). UNU-CRIS explores the conditions necessary for stable institutions in regional, national, and sub-national contexts. The link between sustainable peace and stable institutions is central to its research.

UNU-CRIS engages with United Nations Member States, regional organizations, and United Nations entities (e.g., the United Nations Economic and Social Commission for Western Asia, the United Nations Development Programme, and the United Nations Team in Brussels) on regional governance solutions and on monitoring regional cooperation and integration. International partnerships and inter-regional cooperation are also part of the Institute's research agenda. In addition, the work on regional public goods relates to specific policy areas and is therefore linked to several SDGs, notably SDG 3 (Good health and well-being), SDG 8 (Decent work and economic growth), and SDG 13 (Climate action). The work of the Regions and Cities Governance Lab (Re-LAB) contributes to SDG 11 (Sustainable cities and communities).

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
Regional Integration Knowledge System (RIKS)	Social Change and Economic Development	24.25 personnel	136

This programme includes the design, implementation, and updating of a data platform on regional integration. The updated database will provide information for researchers working on regional integration and organization. Within this programme, UNU-CRIS also focuses on quantitative analysis of these data, as well as on indicator-based monitoring of regional integration processes worldwide.

Performance Measure(s)

- Further design, maintenance, and development an open access information platform (RIKS 2.0)
- Produce related scholarly publications

Regional Public Goods	Peace and Security	1.25 personnel	418
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This programme seeks to examine some of the key regional public goods in areas such as migration and social policy, trade and investment, digital governance, climate and natural resources, and health and security. It explores how governance structures are constructed, and how, within each of these areas, greater cooperation can lead to greater benefits for all. The outcomes of this programme will inform the policies of regional bodies worldwide.

Performance Measure(s)

- Produce scholarly publications and policy-oriented products (reports and policy briefs)

Regions and Cities Governance LAB	Environment, Climate and Energy	1.25 personnel	478
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This programme focuses on the institutional dynamics of regions. It explores governance levels beyond the nation-state and their evolution as new actors in the international sphere, as is the case with substate regions and cities, or as actors under stress and in need to reform, in the case of regional organisations.

Performance Measure(s)

- Produce scholarly publications, as well as policy-oriented products (reports and policy briefs)

Capacity Development	Peace and Security	0.25 personnel	74
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UNU-CRIS capacity-building activities are aimed at enhancing human resources and strengthening institution-building for regional integration and cooperation. This implies human capacity building, mainly through teaching in university programmes, and institutional capacity-building through the training of public officials worldwide. Capacity-building methods include summer schools, doctoral schools, on demand trainings, traineeships, and visiting research stays.

Performance Measure(s)

- Organize the School on Modern Diplomacy and the Doctoral School on Comparative Regionalism

Innovation and Programme Development Fund			295
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Training, Teaching and Capacity Development Activities

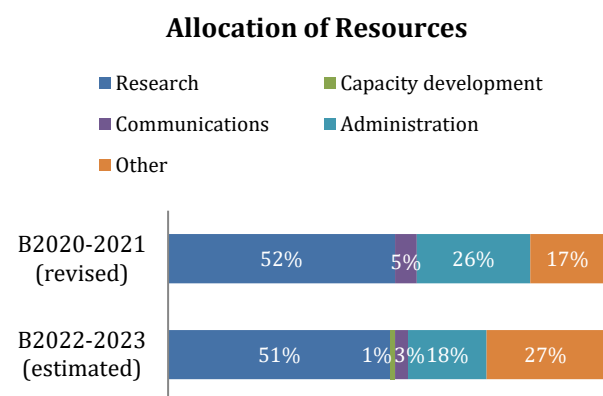
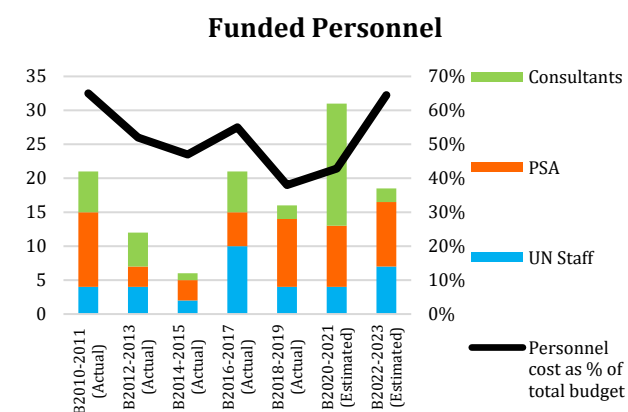
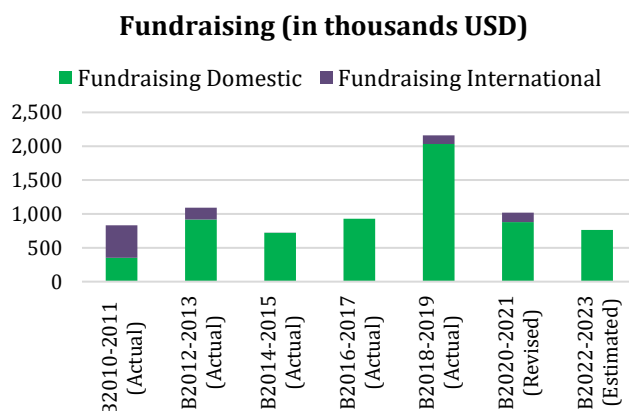
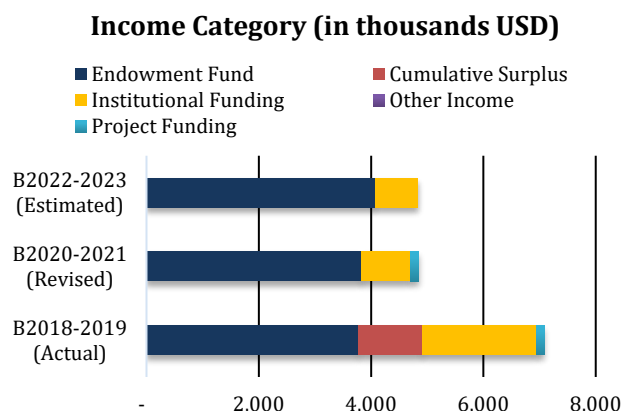
UNU-CRIS trains researchers, young scholars, and practitioners in areas relevant to the work programme of the Institute. It offers possibilities for visiting researchers, trainees, and PhD students to stay at the Institute for periods ranging from a few weeks to several months. In partnership with Ghent University and the Vrije Universiteit Brussel, it hosts PhD researchers for periods of four years. UNU-CRIS provides capacity building on demand for regional organizations, educational institutions, and other public authorities. It organizes an annual summer school on modern diplomacy with the Diplomatic Academy in Vienna and an annual doctoral school with the Universidad Andina in Quito and other partners.

Collaboration Highlights

UNU-CRIS collaborates closely with United Nations entities in Brussels; it also collaborates with UNDP, UN ESCWA, the United Nations Economic Commissions for Europe and for Latin America and the Caribbean, the United Nations Association Flanders Belgium, the Asian Development Bank, and European Union institutions. The Institute also participates in several research projects for the EU, including most recently an EL-CSID project on Cultural, Science and Innovation Diplomacy.

UNU in Macau Programme and Budget B2022-2023

The UNU Institute in Macau works at the intersections of information and communication technology (ICT) and international development. The Institute conducts policy-relevant research and addresses the pressing challenges as defined by the United Nations 2030 Agenda for Sustainable Development through high-impact innovations and frontier technologies.



Targeted Sustainable Development Goals and Major Policy Processes

The Institute works closely with local actors to address policy issues in technologies and innovation for the SDGs and provides policy recommendations to local partners. Africa will become a new priority region, with the Institute looking at issues of AI and ethics and collaborating with academic partners to make AI policies more inclusive of developing country needs.

In addition, the Institute has been developing a programme on cyber resilience with a focus on online child protection (SDG 10). The outcomes of the research will influence the policy processes in the United Nations system, e.g., the Special Representative of the Secretary-General (SRSG) on Violence Against Children. Furthermore, the Institute plans to use modeling to contribute to research on epidemiology, natural disaster management, and climate change (SDG 3, SDG 13). This will provide decision makers at the United Nations and governments with modeling tools enabling them to make sustainable decisions (SDG 17).

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
Systems Thinking and Modelling to Achieve Sustainable Development Goals	Social Change and Economic Development	4 personnel	85
<p>Achieving the SDGs involves complex socio-technical-environmental (STE) systems whose behaviours emerge from adaptive actions of their constituents, interacting across multiple scales. Resolving these competing aspects with systems thinking using modelling and simulation of these complex systems is at the core of addressing sustainability.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> Support one of the institute research activities: 1 academic paper per year in a high-quality peer-review journal per senior researcher, 1 policy report per year, organizing a workshop at the 2022 EU Conference on modeling for policy support 			
Participatory Approach to Support More Humane Values in Tech	Social Change and Economic Development	4 personnel	85
<p>One way to ensure the development of more humane technology is to engage citizens, especially marginalised people and communities, in the design processes of these new technologies. Participation modelling and technologies are among the tools that can help to empower local communities to solve issues, for example, access to natural resources.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> Support one of the Institute research activities: 1 academic paper per year in a high-quality peer-review journal per senior researcher, 1 policy report per year, develop & support the Common Pool Resources and Multi-Agent Systems (CORMAS) participatory modelling platform and related dissemination seminars 			
Institute Development	Social Change and Economic Development	8 personnel	55
<p>This programme harnesses the data revolution in support of civil society and citizen-centric data valorisation by exploring new frontier technologies topics, capacity building projects, and hosting conferences in the areas of the research portfolio of the Strategic Plan 2021-2025.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> Raising institute's visibility: Conference on AI & Ethics planned in 2022 Establish new partnerships and research opportunities in the Guangdong–Hong Kong–Macau Greater Bay Area and beyond: 2nd Summit on Technology and Innovation for the Sustainable Development Goals (SDGs) 			
Innovation and Programme Development Fund			20

Training, Teaching and Capacity Development Activities

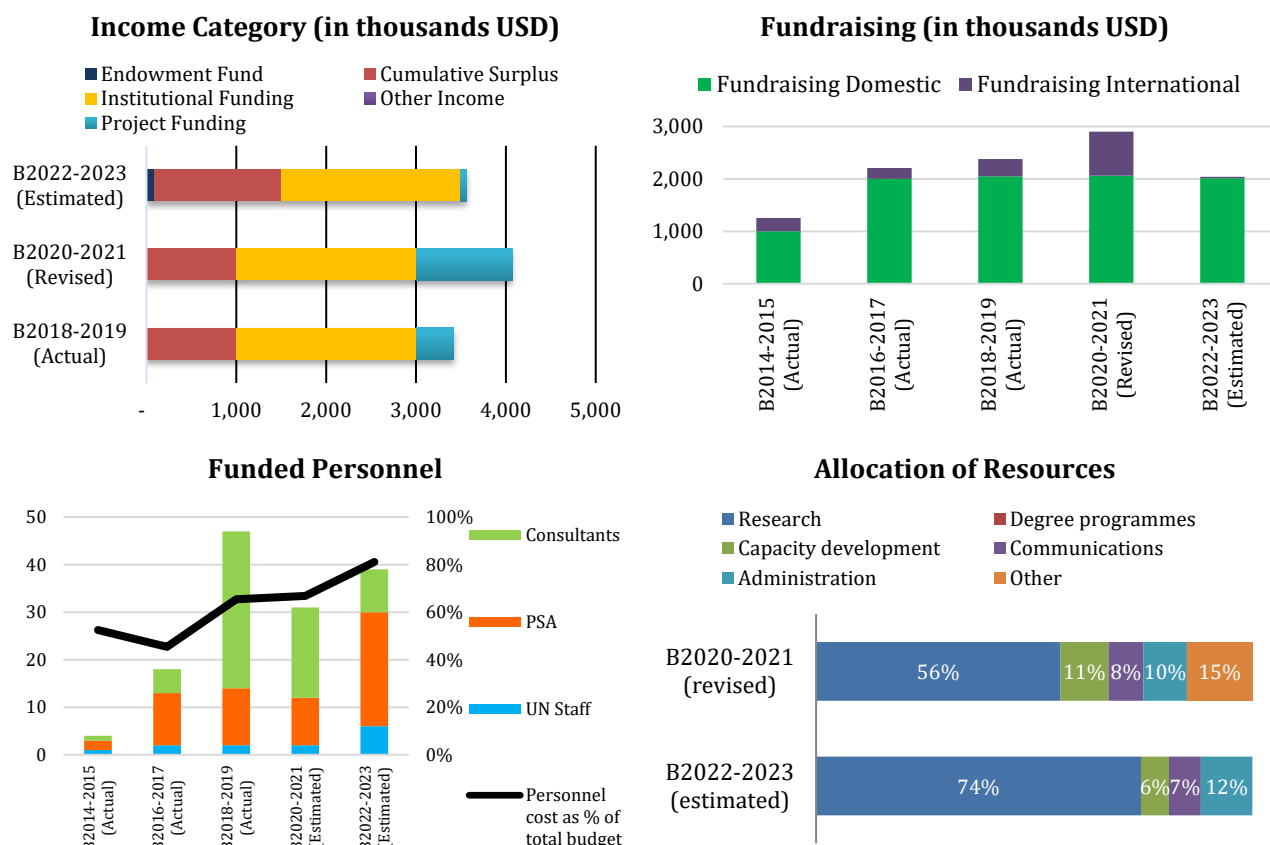
The Institute plans to launch a training programme for local organizations on ICT for SDGs. The Institute will offer learning opportunities rearing the SDGs and ICT to students in the Global South, particularly in Africa, helping the students transform in their local communities.

Collaboration Highlights

UNU in Macau has been working with the International Organization for Migration (IOM), the International Labour Organization (ILO), and the Mekong Club to develop a migration and technology research portfolio in the past years. The Institute has also been working closely with Caritas, the biggest non-governmental organization in Macau to develop a research project on cyber resilience for Civil Society Organizations and with local universities to jointly submit grant proposals. Due to COVID-19, the Institute has been unable to engage as planned with international partners, and as a result, it has deepened its collaboration with local communities.

UNU-EGOV Programme and Budget B2022-2023

The UNU Operating Unit on Policy-Driven Electronic Governance (UNU-EGOV) is a research, policy analysis, and capacity building institution that supports the United Nations system and Member States in utilizing digital technologies to improve public governance in the service of sustainable development.



Targeted Sustainable Development Goals and Major Policy Processes

UNU-EGOV's research programme directly supports SDGs achievement, particularly SDG 16 (peace, justice and strong institutions). The Institute studies how information and communication technology (ICT) can promote inclusive and participatory policy and decision-making processes, reduce asymmetries in accessing information, and open government data to support economic and social development. It also studies how ICT can democratize the access to services by underserved populations, improve efficiency in service delivery, reduce corruption, and increase accountability and public trust.

UNU-EGOV supports policymakers, government officials and other stakeholders, promotes peaceful and inclusive societies for sustainable development, provides access to justice for all, and helps build effective, accountable, and inclusive institutions at all levels.

The Unit's research programme also addresses several major policy processes, namely the impact of digital transformation and emerging technologies in the public sectors of different countries and regional contexts. This is an instrument for better governance and sustainable development which helps governments better serve citizens by offering efficient services, certified identity, data portability, privacy and interoperability, and management policies. The Unit's programme is realised through collaborative projects in several Member States, particularly African countries.

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
Digital Transformation for Better Governance and Sustainable Development	Social Change and Economic Development	4 personnel	401

In support of the 2030 Agenda for Sustainable Development, this programme explores new challenges and key elements of digital governance. It is organized in three areas: (1) Managing digital transformation in the public sector: planning, designing, monitoring, and evaluation; (2) Digital and technology-based transformations of the public sector and emerging technologies; and (3) Digital governance evolution through practice-research collaboration.

Performance Measure(s)

- Number of research scientific publications, with a target of two indexed publications per year and per senior researcher.
- Number of i) policy instruments and ii) supporting tools for digital transformation upon e-governance policies for sustainable development, validated through multi-disciplinary pilot projects in different contexts; with a target of three such projects in different developing countries within the biennium.
- Number of policy-oriented reports and white papers produced, with a target of two per year.

Community Building and Institutional Development	Social Change and Economic Development	4 personnel	248
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With this programme, the Unit will build capacities in policy-driven electronic governance research, promote its wider contextualization, particularly through the International Conference on Theory and Practice of Electronic Governance (ICEGOV) community, and develop research-oriented educational programmes, at both academic and executive levels, in collaboration with internal and external partners, as well as externally funded projects supporting United Nations and government partners.

Performance Measure(s)

- Number of countries benefiting from UNU-EGOV Government Fellowship Programme, under which practitioners of national agencies and UNU researchers work together on concrete case-studies relevant for both the Programme and Member States.
- Number of co-supervisions of master's and PhD students
- Number of collaborations in teaching
- Number of events (workshops or seminars) organized and participation
- Outreach of EGOV academics and practitioners through the ICEGOV conference

Training, Teaching and Capacity Development Activities

The training and capacity development by UNU-EGOV for the 2022-2023 biennium will include:

- Collaboration with different entities in designing and developing massive open online courses directed to public officials and citizens in multiple areas of digital transformation in government and society.
- A Government fellowship programme for civil servants from national agencies (12 per year). The programme allows an immersion into UNU-EGOV activities and research during three months in Guimarães with the aim to combine the world of research and practice.
- Implementation of a "Doctoral label in e-governance" through a training research programme for PhD students enrolled in PhD programmes in the University of Minho.
- Global coordination and supervision of PhD students conducting their thesis.
- A training portfolio with comprehensive executive training programme based on an offer of intensive 25-hour courses, emerging from the unit current research, and articulated with other academic and government partners.
- Delivery of executive training programmes target to policymakers and government officials at different levels of government and public organizations. Concrete trainings are already planned with Egypt and Uzbekistan government entities.

Collaboration Highlights

UNU-EGOV will collaborate with the United Nations Department of Economic and Social Affairs (UN DESA) in the preparation of the *United Nations e-Government Survey 2022*, by leading a worldwide assessment of e-government development at a local government level with pilots in Brazil, Jordan, and the Occupied Palestinian Territory. It will also write a chapter presenting the results of that study, advancing some of the main trends in local e-government development and analysing the implications of local e-government development to SDGs achievement. The United Nations e-Government Survey is a reference publication used by governments worldwide as a tool for benchmarking and learning within the e-government domain and to shape their e-government policies and strategies.

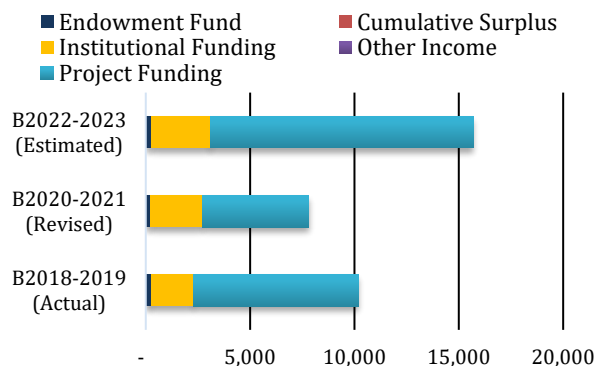
UNU-EGOV will collaborate with the United Nations Development Programme (UNDP) in São Tomé and Príncipe on the Justice System Modernization Programme in Guinea Bissau to assess the challenges and opportunities of digitalization in the country's governance system and to define a roadmap for the digital transformation of the governance sector in Guinea-Bissau, and in Uzbekistan to deliver a training to policymakers, decision-makers, and Heads of IT Departments for Public Service.

UNU-EGOV will collaborate with the International Labour Organization (ILO) and the International Social Security Association (ISSA) on a project focused on the digital transformation of public sector service production and delivery in China, aimed at carrying out a state-of-affairs analyse (including of national and global good practice) and recommend a “digital transformation strategy for the social security area”.

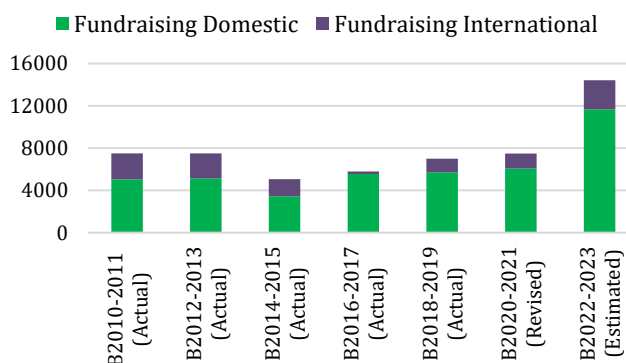
UNU-EHS Programme and Budget B2022-2023

The UNU Institute for Environment and Human Security (UNU-EHS) is a think tank focused on solving challenges to humanity driven by global environmental changes. UNU-EHS is also engaged in education and capacity building, offering a joint Master of Science degree programme with the University of Bonn ("The Geography of Environmental Risks and Human Security"), and, in cooperation with the United Nations Framework Convention on Climate Change (UNFCCC), the "UNFCCC-UNU Early Career Climate Fellowship Programme".

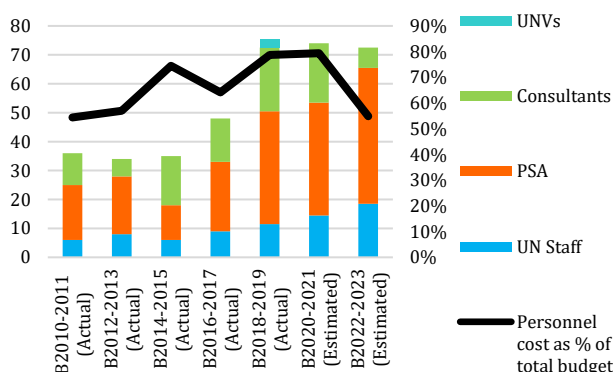
Income Category (in thousands USD)



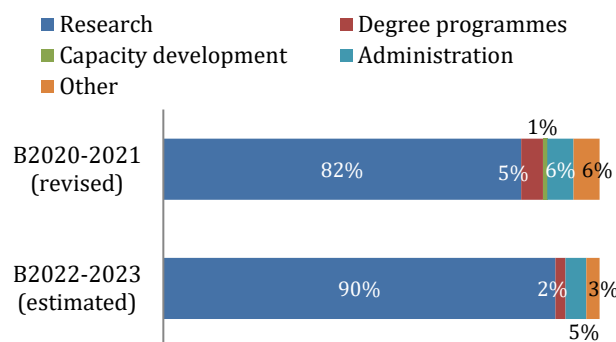
Fundraising (in thousands USD)



Funded Personnel



Allocation of Resources²⁰



Targeted Sustainable Development Goals and Major Policy Processes

The main United Nations policy processes which UNU-EHS is supporting are the Sendai Framework for Disaster Risk Reduction, the Paris Agreement, and the related SDGs (Goal 13 as well as several targets related to risk). This happens on several levels, through projects, and through serving as lead authors for the United Nations Global Assessment Report on Disaster Risk Reduction (GAR) Special Report on Drought and as a member of the Global Risk Assessment Framework (GRAF) Steering Committee. UNU-EHS is also a founding and leading member of the Partnership for Ecosystems and Disaster Risk Reduction (PEDRR), which brings together United Nations entities, research institutions, non-governmental organizations, as well as the private sector.

With the new Well-being, Sustainability and Equity (WiSE) Transformation Initiative, UNU-EHS will explore pathways for a just and sustainable post-COVID recovery, which contributes to the next generation of SDGs. And on a national level, UNU-EHS has a partnership with the German Federal Ministry of Education and Research (BMBF) for project execution and input on strategic programming on development and risk research.

²⁰ Communications costs are shared with UNU-ViE and are not included in the chart.

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
Munich Climate Insurance Initiative (MCII)	Environment, Climate and Energy	23 personnel	1,990

MCII generates effective and fair insurance-related solutions for the risks posed by climate change by bringing together experts from research institutes, the insurance sector, civil society, and climate adaptation practice. MCII provides a forum to explore solutions by creating incentives and changing structures for risk reduction for people with no access to risk management at present, particularly the most vulnerable people in low-income regions.

Performance Measure(s)

- Successful implementation of projects in line with the project indicators.
- Number of newly acquired projects, together with other UNU-EHS researchers/sections.

Vulnerability Assessment, Risk Management and Adaptive Planning (VARMAP)	Environment, Climate and Energy	5 personnel	509
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VARMAP conducts policy-oriented research on vulnerabilities and risks to inform risk reduction and adaptation choices in the context of global change. Its vision is to provide actionable knowledge on systemic risks and pathways to sustainability. In so doing, the Institute seeks to deliver policy-relevant knowledge that can help implement the 2030 Agenda for Sustainable Development, the Sendai Framework, and other sustainability oriented international initiatives and processes.

Performance Measure(s)

- Advancement of understanding of systemic and cascading risks.
- Identification of ways in which pathways to resilient and sustainable futures can be catalysed.
- Support the (inter)national research landscape through joint projects, journal publications, review processes, policy reports, capacity building, conferences, and staff development.

Environmental Vulnerability and Ecosystem Services (EVES)	Environment, Climate and Energy	7 personnel	573
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EVES advances the scientific evidence and uptake of ecosystem-based solutions to adaptation and disaster risk reduction to contribute to the 2030 Agenda, the Sendai Framework, the Paris Agreement, and the goals of the Convention on Biological Diversity. EVES pursues research and capacity development along with a strong involvement in partnerships, working groups, and science-policy platforms.

Performance Measure(s)

- Maintenance of, and further increase in, the number of high-level scientific publications in the field.
- Successful fundraising for projects in the context of ecosystem-based solutions - preferably implemented in the Global South.
- Cooperation with the United Nations Office for Disaster Risk Reduction (UNDRR), the United Nations Framework Convention on Climate Change (UNFCCC), the United Nations Convention to Combat Desertification (UNCCD) and the United Nations Environment Programme (UNEP) with tangible outcomes such as joint projects and publications.
- Capacity building of future thought leaders of ecosystem-based solutions via teaching and PhD thesis supervision.
- A new annual institutional key publication, led by the EVES team.

Global Mountain Safeguard Research (GLOMOS)	Environment, Climate and Energy	5 personnel	857
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GLOMOS is a collaborative scientific programme between UNU-EHS and Eurac Research. The applied and transdisciplinary research under this programme supports mountain livelihoods and sustainable mountain development and facilitates greater recognition of mountain issues within science-informed policymaking and international frameworks, including the 2030 Agenda.

Performance Measure(s)

- Co-creation of significant knowledge in mountain research to be applied in practice and in policymaking
- Increased awareness of the significance of mountain regions in global socio-ecological processes and related international frameworks
- Increased recognition of GLOMOS as a key United Nations mountain-related science-policy-practice interface

Environment and Migration: Interactions and Choices Section (EMIC)	Environment, Climate and Energy	6 personnel	595
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The EMIC section undertakes pioneering research to strengthen the evidence base on the multiple linkages between human mobility and environmental change. Their research informs the policy and actions of United Nations organizations, governments and civil society. Specific themes within the migration-environment nexus include environmentally induced migration and displacement, trapped populations, migration into risk-prone environments, and the environmental impacts of migration. Cross-cutting research themes include gender, health, livelihoods, food security and culture. EMIC researchers also play an important role in advancing the science on the emerging topic of ‘loss and damage’ from climate change.

Performance Measure(s)

- Publication of peer-reviewed journal articles and other knowledge-sharing formats, such as policy briefs, public lectures, and teaching

Urban Futures and Sustainability Transformation (FAST)	Environment, Climate and Energy	10 personnel	6,926
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The FAST Programme researches systemic transformation toward sustainability to inform and enhance policy. The programme seeks to understand complex realities by researching social, environmental, and technological sub-systems, and their interlinkages and dependencies. The core focus is on urban areas, which already see the effects of global change and are, at the same time, among its key drivers.

Performance Measure(s)

- Successful implementation of the Transformative Urban Coalitions (TUC) project
- Publication of peer-reviewed journal articles, as well as policy publications / formats for a general audience

Innovation and Programme Development Fund			888
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Training, Teaching and Capacity Development Activities

UNU-EHS offers a modular portfolio of educational activities, including: the Joint M.Sc. Programme with the University of Bonn "Geography of Environmental Risks and Human Security"; the World Risk and Adaptation Futures – Summer Academy fostering a science-policy-action interface and communities of practice; and the "UNFCCC-UNU Early Career Climate Fellowship Programme" in cooperation with UNFCCC.

Collaboration Highlights

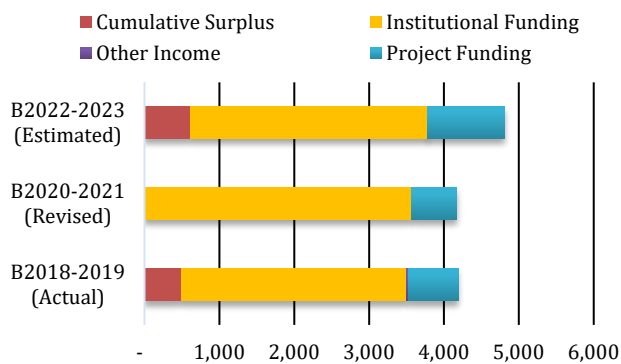
MCII maintains long-term partnerships with several academic institutions (the London School of Economics and Political Science (LSE), the International Institute for Applied Systems Analysis (IIASA)), the private sector (MunichRe, Allianz, Hannover Re), and civil society (Germanwatch, Results UK). The initiative has made major contributions to the climate risk insurance discourse, for example through Prototype Climate Insurance frameworks that were pioneered in Pakistan and the Caribbean. Since 2016, MCII is also mandated by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the German Federal Ministry for Economic Cooperation and Development (BMZ) to support the implementation of the G7-InsuResilience initiative and the V20/G20 InsuResilience Global Partnership.

The "UNFCCC-UNU Early Career Climate Fellowship Programme" is a strategic cooperation between UNU-EHS and UNFCCC. It offers young professionals from developing countries a unique opportunity to start their career at the interface between international climate policy development and research. Academically outstanding young graduates from developing countries, especially women from least developed countries, are the main beneficiary of the Programme.

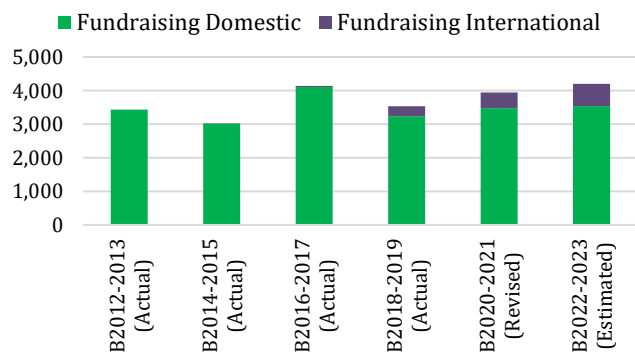
UNU-FLORES Programme and Budget B2022-2023

The UNU Integrated Management of Material Fluxes and of Resources (UNU-FLORES) is a global think tank and a postgraduate teaching organisation for the United Nations, its Peoples, and its Member States. Policy relevant research, agenda setting, and capacity development contribute to advancing a nexus approach to the sustainable management of environmental resources: water, soil, waste, energy and other geo-resources, particularly in developing and emerging economies.

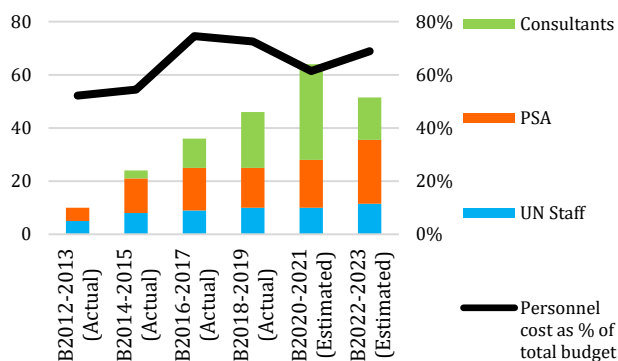
Income Category (in thousands USD)²¹



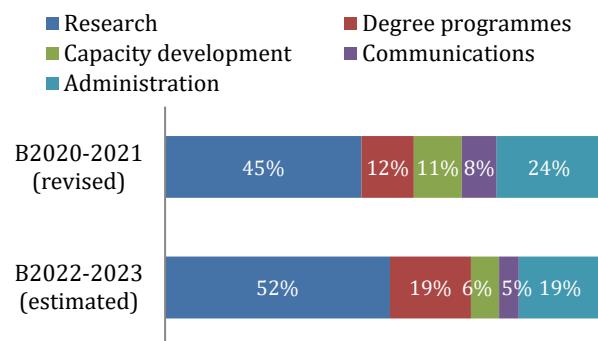
Fundraising (in thousands USD)



Funded Personnel



Allocation of Resources



Targeted Sustainable Development Goals and Major Policy Processes

UNU-FLORES focuses on SDG 6 (Clean Water and Sanitation), SDG 7 (Affordable and Clean Energy), SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action,) and SDG 15 (Life on Land).

While environmental resources are crucial for supporting life on earth and human development, many of them are finite. Their availability and quality are interconnected, physically and socially. Development can only be sustained if these constraints are considered. United Nations Member States must sustainably manage environmental resources to collectively achieve the SDGs. Achieving any single SDG is inherently interlinked with the success of many other SDGs. One aspect that links the different goals are the environmental resources required to implement them. Nearly all SDGs rely in one way or another on environmental resources – in particular, water, soil, and waste. The Nexus Approach is a critical concept for tackling the SDGs. By highlighting the synergies and trade-offs of resource management strategies, UNU-FLORES helps identify challenges to minimise the unintended consequences of management practices. This perspective supports the development of strategies that are more efficient, cost-effective, and socio-politically acceptable.

²¹ UNU-FLORES was able to meet its financing needs without cumulative surplus funding in B2020-2021.

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
Resource Nexus in Agri-food and Forest Systems	Environment, Climate and Energy	5 personnel	340

This programme focuses on the development of more integrative and innovative solutions to feed an increasing population without depleting natural resources, as well as to enhance the resilience of agri-food, forest systems, and food supply chains in the face of challenges, i.e., pandemics, water scarcity, climate change, or biodiversity loss.

Performance Measure(s)

- Number of co-authored peer-reviewed research journal article(s), United Nations reports, and policy briefs
- Number and grades of graduate and postgraduate student theses

Resource Nexus in the Circular Economy	Environment, Climate and Energy	4 personnel	365
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The Institute’s circular economy-related research topics include water optimisation and reuse in agriculture and industries, plastic pollution reduction, sustainable solid waste management, and resource recovery in different sectors. Such sectors span waste intense construction, sustainable waste to energy, energy and eco-efficiency in transition region. Further research topics include resource recovery and recycling & recovery of nutrients in water and agri-food processes and industrial supply chain management and environmental pollution reduction.

Performance Measure(s)

- Number of co-authored peer-reviewed research journal article(s), United Nations reports, and policy briefs
- Number and grades of graduate and postgraduate student theses

Resource Nexus in Climate Change Mitigation and Adaptation	Environment, Climate and Energy	-	10
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UNU-FLORES will contribute to promoting cross-scale, cross-sectoral, and inclusive governance to enable coordinated policy that supports effective adaptation and mitigation; facilitating the development of scenarios and models as important tools to explore the trade-offs and co-benefits of land management decisions under uncertain futures; and advocating for participatory, co-creation processes with stakeholders to encourage the use of scenarios in designing future sustainable development strategies.

Performance Measure(s)

- Number of co-authored peer-reviewed research journal article(s), United Nations reports, and policy briefs
- Number and grades of graduate and postgraduate student theses

Biodiversity and the Resource Nexus	Environment, Climate and Energy	1 personnel	86
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UNU-FLORES is committed to mainstreaming biodiversity and climate change mitigation and adaptation in different sectors, including businesses. This can be achieved by promoting the natural capital protocol, sustainable land management for food production and carbon sequestration and similar initiatives, along with leveraging the Nexus Approach to develop new, or to improve existing assessment methods and indicators. This can advance measuring the direct and indirect impacts and dependencies on biodiversity.

Performance Measure(s)

- Number of co-authored peer-reviewed research journal article(s), United Nations reports, and policy briefs
- Number of graduate and postgraduate student theses

Resource Nexus in UN Organizations

Environment, Climate and Energy

1 personnel

40

UNU-FLORES contributes to developing a global environmental sustainability agenda by being active in the United Nations Environment Management Group (UN EMG).

Performance Measure(s)

- Improvement of the UN’s sustainability framework, including through use of Nexus concepts where appropriate.

Analytical Themes

Environment, Climate and Energy

3 personnel

262

This cross-cutting research programme supports the research agenda of UNU-FLORES by focusing on several aspects in relation to the Resource nexus, including Data Science and Citizen Science, Governance, Sustainability Assessment, Barriers, Health as well as Transformation Regions.

Performance Measure(s)

- Number of co-authored peer-reviewed research journal article(s), United Nations reports, and policy briefs
- Establishment of a Resource Nexus Data Hub

Innovation and Programme Development Fund

35

Training, Teaching and Capacity Development Activities

UNU-FLORES’s accredited PhD degree programme with the Technische Universität Dresden (TU Dresden) will be expanded to other faculties. The Visiting Scholar programme for postgraduate students and mid- and senior-career professionals will be connected to research programmes. The Institutes’ Internship Programme will also be further developed.

Collaboration Highlights

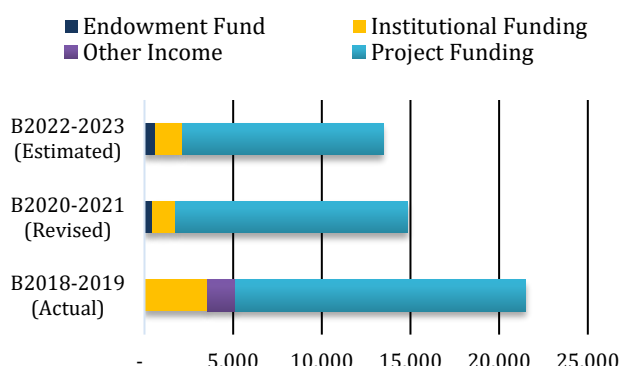
UNU-FLORES will expand cooperation with its strategic partner TU Dresden in several areas:

- Expansion of the PhD programme to other faculties
- Institutionalisation of the organisation of the Dresden Nexus Conference with TU Dresden and the Leibniz Institute of Ecological Urban and Regional Development
- Establishment of a master’s theses fellowship programme
- Joint professorships: Academic officers can become professors at TU Dresden and vice-versa
- Institutionalization of the “Nexus seminar”
- UNU-FLORES is a member of Dresden-Concept
- Joint PhD Programme in Integrated Management of Water, Soil, and Waste
- UNU-FLORES is collaborating with the UN EMG on their Nexus Dialogue Series

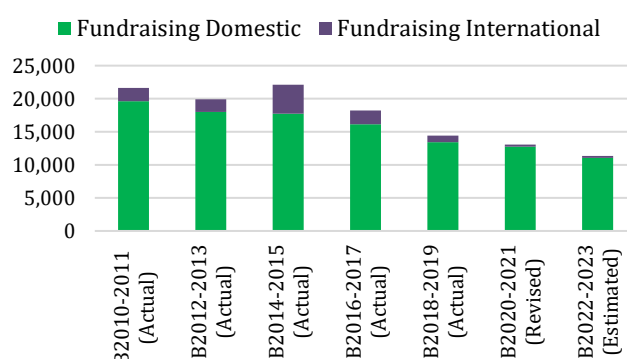
UNU-IAS Programme and Budget B2022-2023

The UNU Institute for the Advanced Study of Sustainability (UNU-IAS) advances efforts towards a more sustainable future, through policy-oriented research and capacity development in four thematic areas: (i) governance for sustainable development, (ii) natural capital & biodiversity, (iii) water & resource management, and (iv) education & innovation. UNU-IAS master’s and doctoral degrees produce the policymakers and researchers of tomorrow, who will be at the forefront of global efforts for sustainability.

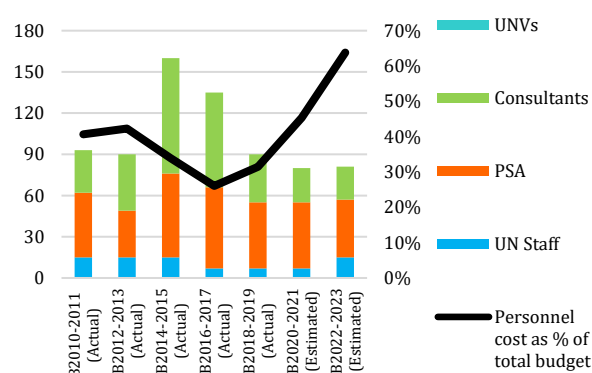
Income Category (in thousands USD)²²



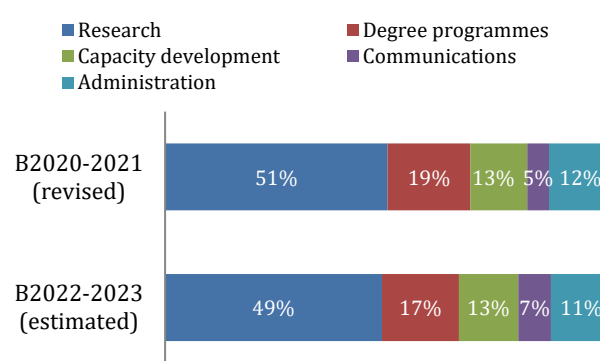
Fundraising (in thousands USD)



Funded Personnel



Allocation of Resources



Targeted Sustainable Development Goals and Major Policy Processes

In line with its Strategic Plan (2020-2024), UNU-IAS contributes to the achievement of various SDGs, targeting not only the primary objectives of each Thematic Programme as described below, but also multiple social, economic, and environmental co-benefits. Moreover, UNU-IAS will develop a framework to measure the impact on multiple SDGs resulting from policies, measures, and projects implemented by governments.

- Thematic Programme 1: Biodiversity & Society**
 This programme will target SDG 15 (life on land) and SDG 14 (life below water), by working to achieve the sustainable management of landscapes and seascapes in healthy social-ecological systems. It will also contribute to SDG 2 (zero hunger), SDG 5 (gender equality), and SDG 17 (partnerships).
- Thematic Programme 2: Water & Resource Management**
 This programme will advance implementation of SDG 6 (6.3/6.4/6.a) and its Global Acceleration Framework.
- Thematic Programme 3: Innovation & Education**
 This programme will directly target SDG 4 (quality education) and contribute to the new Education for Sustainable Development (ESD) for 2030 framework.

²² Discussions remain underway for B2022-2023 funding levels and are expected to be finalized by the end of 2021. The higher level of income in B2018-2019 was used to initiate investment in the UNU Endowment Fund (EF). A total of USD 6.7 million was contributed to the UNUEF during B2018-2019.

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
Biodiversity and Society	Environment, Climate and Energy	11 personnel	2,074

This programme advances human–environment solutions to accelerate change toward living in harmony with nature. It provides inputs for the Post-2020 Global Biodiversity Framework on sustainable management of production landscapes and seascapes. As the secretariat of the International Partnership for the Satoyama Initiative (IPSI), UNU-IAS mobilises 271 member organisations across the globe. Capacity development activities support governments and other stakeholders in applying landscape approaches and promote participatory, inclusive management.

Performance Measure(s)

- Number of scientific assessments and biodiversity and ecosystem services models, and publications to support policymaking for their sustainable use – including inputs to assessments by the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES).
- Development of approaches for landscape and seascape management to advance the sustainable use of biodiversity and ecosystems resulting in academic and policy-oriented publications.

Water and Resource Management	Environment, Climate and Energy	5 personnel	1,163
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This programme develops sustainable, decentralised approaches to overcome the water crisis, enhance resilience, and help build decarbonised, circular economies. The research contributes to policy dialogue at the global level, including the United Nations World Water Development Report, as well as regional and local action and development planning. It promotes integrated management of water resources at the community level, fostering collaboration between local researchers and practitioners to explore alternative water resources.

Performance Measure(s)

- Development of a tool to analyze sustainable water resource management strategy in various Asian cities
- Analyses of the importance of water resources and environment in regional economies combined with tailored capacity building activities.
- Development of a model for smart water use in Asia and Europe through an inter-institutional project with UNU-FLORES, and several European countries.
- Development of a model for distributed wastewater treatment system that will contribute to multiple SDGs.

Innovation and Education	Social Change and Economic Development	7 personnel	1,963
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This programme accelerates knowledge generation and lifelong learning for sustainability transformation. It advances the global ESD for 2030 framework to engage learners of all ages in achieving the SDGs, and harnesses innovative technology to reach the marginalised. It also mobilises global and regional networks, including the Regional Centres of Expertise on ESD (RCEs) and the Promotion of Sustainability in Postgraduate Education and Research Network (ProSPER.Net).

Performance Measure(s)

- Conducting policy-oriented research on Education for Sustainable Development by mobilizing the networks of RCE and ProSPER.Net. Focus on quantitative analysis using an enhanced database.
- Evidence-based research inputs and related publications in furtherance of the ESD for 2030 framework
- Successful examples of promoting the integration of applicable technologies to Member States in support of the SDGs
- Number of research outputs resulting from collaboration with the United Nations Educational, Scientific and Cultural Organization (UNESCO)

Postgraduate Degree and Training Programme

Environment, Climate and Energy

8 personnel

4,159

This programme administers the Institute's master's and doctoral degrees, as well as a series of training programmes, to develop international leaders with the interdisciplinary understanding and technical skills needed to advance creative solutions to problems of sustainability. The programme also promotes joint research of global issues contributing to SDGs in collaboration with leading universities.

Performance Measure(s)

- Maintain a critical mass of quality students while ensuring high teaching quality and expanding joint teaching arrangements with leading universities.
- Establish and implement an SDG-Universities Platform.
- Expand the active engagement of students in research projects, ensuring that the degree programmes draw on and strengthen the Institute's research.
- Number of research projects that include COVID-19 and/or integrate multiple SDGs.

Strategic Programme, Communication, Outreach and Knowledge Management

Social Change and Economic Development

8 personnel

793

This programme studies instruments for mainstreaming sustainable development into national and local policy frameworks, including sustainable finance (SDGs budgeting and procurement), and monitoring impacts of policies for the SDGs with the Ministry of the Environment, Japan (MOEJ). It implements capacity building for local policymakers in Asia-Pacific with the United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP) and the United Nations Human Settlements Programme (UN-HABITAT), and advance outreach of UNU-IAS knowledge products through the Global Environmental Outreach Centre (GEOC) and Communications unit. The EU-Japan AI project for digital transformation and sustainable development will be implemented with EU partners.

Performance Measure(s)

- Tangible examples of successful mainstreaming of SDGs into the policy framework of national and local governments by providing in-depth knowledge and expertise.
- Enhanced capacity of stakeholders for enhancing knowledge of and taking actions for the SDGs.
- Strengthened links on SDG topics with civil society, universities, non-governmental organizations, and the private sector.
- Raised awareness among selected manufacturing industries and stakeholders on the economic and social benefits and application of AI technologies through collaboration with EU and Japanese partners.

Operational Unit Ishikawa/Kanazawa OUIK

Environment, Climate and Energy

3 personnel

1,020

This programme draws upon the rich local knowledge of the region through analysis and fieldwork, providing unique inputs to international processes for biodiversity and ecosystem services.

Performance Measure(s)

- Contribute to international processes based on local and regional inputs and analysis, including on biological and cultural diversity, evidenced by at least three case studies.
- Develop communications and networks with local stakeholders through public outreach and capacity building, by organising several workshops and conferences for local stakeholders every year.

Innovation and Programme Development Fund

350

Training, Teaching and Capacity Development Activities

UNU-IAS postgraduate programmes develop international leaders with the interdisciplinary understanding and skills to develop solutions for sustainability. The Institute offers an MSc in Sustainability and a PhD in Sustainability Science. Exchange agreements with the University of Tokyo (Tokyo), International Christian University (Tokyo), and Sophia University (Tokyo) allow the transfer of credits with these universities. Joint diploma programmes have been established with the University of Tokyo and Sophia University, and a double degree programme with the University of Tokyo.

The Institute received accreditation by the National Institution for Academic Degrees and University Evaluation (NIAD-UE) of Japan in March 2015. UNU-IAS also provides postdoctoral fellowships, and a range of innovative short courses. Students are encouraged to engage in the Institute's research projects. UNU-IAS organizes the Global Seminar for students in Japanese Universities. The Global Leadership Training Programme in Africa (GLTP) is provided for graduate students in Japanese universities to promote leadership education in Africa.

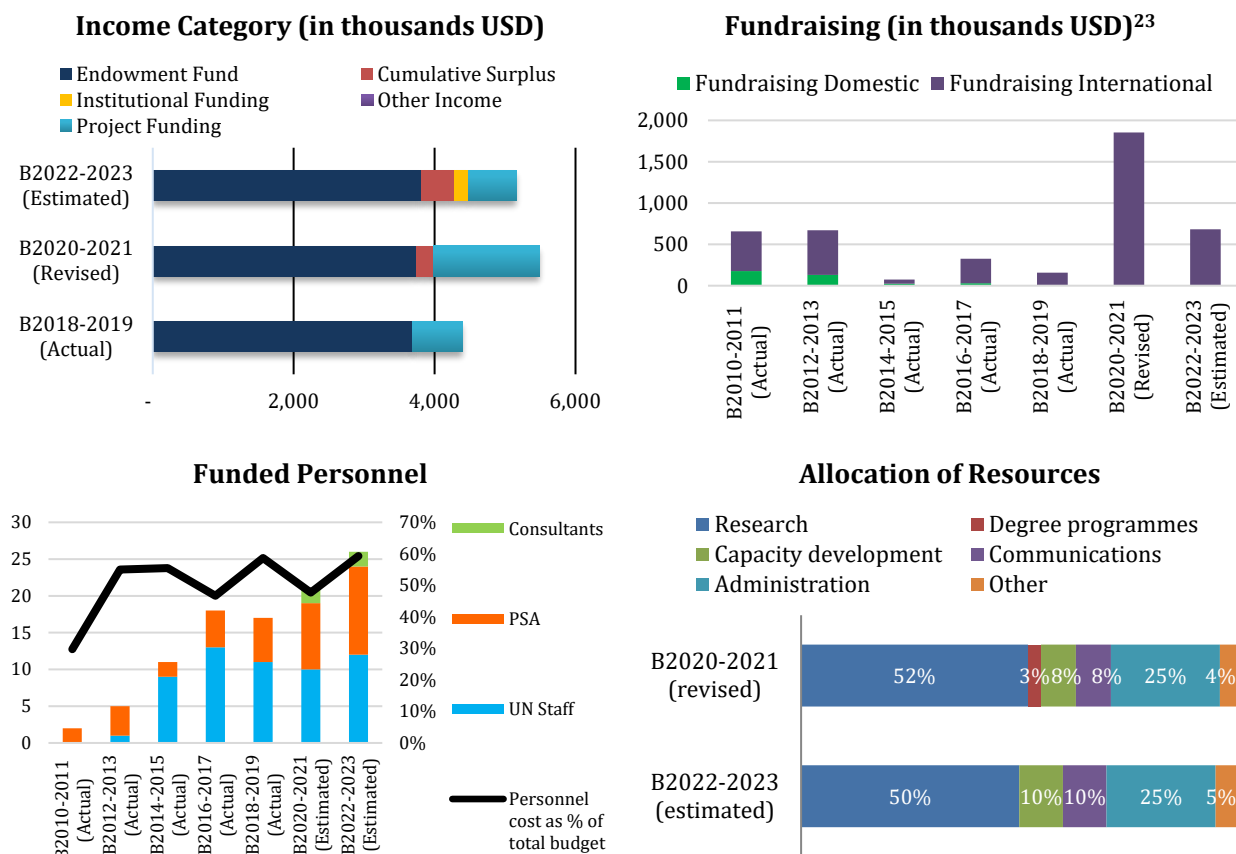
Collaboration Highlights

Under the UNU-IAS Strategic Plan 2020-2024, the Institute will scale up results by aligning activities with global agendas and priorities such as actions to conserve biodiversity under the Convention on Biological Diversity (CBD), climate action under the Paris Agreement and the 2030 Agenda for Sustainable Development. Examples:

- UN ESCAP – UNU-IAS has been working with UN ESCAP on regional implementation of the 2030 Agenda (MoU signed in 2017). Jointly produced guidelines on multi-stakeholder partnerships for the SDGs were presented at the 2018 High-Level Political Forum on Sustainable Development (HLPF) meeting. The Mayors Academy for Sustainable Development, launched in 2019 by UNU-IAS, UN ESCAP, and UN-HABITAT, is strengthening leadership in the Asia-Pacific for the SDGs and sustainable urban development.
- CBD and IPBES – UNU-IAS works closely with the secretariats of CBD and IPBES, and the United Nations Development Programme (UNDP), UNESCO, and the Food and Agriculture Organization (FAO). It has been advancing efforts to develop the Post-2020 Global Biodiversity Framework and supporting the CBD secretariat in analysis of National Biodiversity Strategies and Action Plans (NBSAPs). UNU-IAS contributes to IPBES assessments and in 2017 signed an agreement with the IPBES Secretariat.

UNU-IIGH Programme and Budget B2022-2023

The mission of the UNU International Institute for Global Health (UNU-IIGH) is to build global health knowledge and decision-making capacity for the United Nations system and Member States. The Institute advances evidence-based policy on key health issues related to sustainable development and health, including the impact of the COVID-19 pandemic and the future of global health.



Targeted Sustainable Development Goals and Major Policy Processes

UNU-IIGH contributes to the policy dialogue at the interface between SDG 3 (Good health and well-being) and SDG 5 (Gender equality) – Which gender mainstreaming strategies demonstrate a significant improvement in health and wellbeing? Do certain approaches that focus primarily on addressing health outcomes devalue efforts towards gender equality? This work is undertaken in collaboration with gender specialists across United Nations health implementing entities, particularly the World Health Organization (WHO). The evidence and knowledge networks support efforts to promote gender equality as an accelerator through the SDG 3 Global Action Plan on Healthy Lives and Well-being for All, that brings together 12 global health implementing organizations for coordinated country support and impact.

UNU-IIGH also engages across the United Nations system, Member States, and civil society through partnerships such as the M8 Alliance of academic health centres, universities, and professional academies, to address intersections between SDG 3, the other SDGs, and non-traditional health actors. Areas of focus include universal health coverage, palliative care, primary health care, innovations for implementation, digital innovations in health, community engagement, and the health workforce – all of which are highly relevant to the COVID-19 response and post pandemic recovery. There is strong engagement with the broader United Nations system through the United Nations Country Team (UNCT) and regional initiatives like the Asia Pacific Observatory for Health Systems.

²³ The large increase in international fundraising in B2020-2021 reflects the grant from the Bill and Melinda Gates Foundation to establish the Gender Health Policy Hub at UNU-IIGH.

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
Translate Evidence to Policy	Social Change and Economic Development	5 personnel	200

UNU-IIGH serves as a policy think tank supporting the United Nations system and global health institutions in transforming evidence to action. UNU-IIGH provides a forum to convene a broad set of global health stakeholders and synthesize, communicate, and disseminate recommendations and support implementation. The programme includes scholarships and partnerships on decolonisation and global health futures with institutions and scholars in the global South.

Performance Measure(s)

- UNU-IIGH is recognized as a convening partner of choice for global health priority issues – indicated by externally funded, cost neutral events, and strategic partnerships.
- Number of UNU-IIGH convened and produced reports, proceedings or briefs for three policy dialogue events per year with actionable policy recommendations, contributing to social change and economic development.

Generate Policy Analysis	Social Change and Economic Development	8 personnel	832
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This programme focuses on policy analysis, evidence synthesis, and thought leadership that can transform gender power dynamics and influence policies and interventions to positively impact health outcomes, both in the context of the COVID-19 pandemic and as the world builds back. It is undertaken in collaboration with United Nations health implementing entities and global health institutions and funded in part through a research grant from the Bill and Melinda Gates Foundation and United Nations system partners.

Performance Measure(s)

- Transformed approaches to gender mainstreaming in United Nations health agencies and global health institutions, greater community engagement approaches to health programmes, and systems with a strong gender focus on gender equality results and improved health outcomes.
- Documented influence on the gender-responsiveness of 4 policies and/or programmes in United Nations health agencies, global health organizations, or Member States.

Strengthening Capacity for Local Decision-Making	Social Change and Economic Development	5 personnel	170
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UNU-IIGH works with Malaysian partners to provide demand driven training and consolidate evidence generated by the Global South to support South-South collaboration, health policy formulation, and implementation in other low- and middle-income countries. This work is supplemented with funding from WHO and other global health institutions.

Performance Measure(s)

- Development of knowledge products, flagship short courses, mentoring of young researchers and capacity strengthening programmes for policy makers in low- and middle-income countries. This reflects activities with stakeholders external to UNU-IIGH.
- Development of one major knowledge product and delivery of one flagship course per year.

Capacity Development	Social Change and Economic Development	2 personnel	80
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This programme supports modest stipends for interns, IIGH "Fellows in Residence", programmes for early to mid-career global health academics, and policymakers.

Performance Measure(s)

- Increased capacity and greater engagement of decision-makers in low and middle-income countries (LMICs) in areas relevant to the SDGs and global health.
- Support to a minimum of six interns and two policy/visiting fellows per year.

Postgraduate Training	Social Change and Economic Development	2 personnel	30
<p>Global Health PhD Fellows are PhD candidates enrolled in partner universities on topics related to areas of focus of UNU-IIGH. Fellows explore the process of political prioritisation, policy analyses, and translation within the United Nations system and support the activities of UNU-IIGH.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> • The output of the fellowship is a publishable report and/or policy brief to be included as an appendix to the thesis where relevant. • PhD Fellows are awarded a UNU-IIGH certificate of participation. • UNU-IIGH will host two PhD Fellows per year. 			
Innovation and Programme Development Fund			100

Training, Teaching and Capacity Development Activities

UNU-IIGH provides demand driven short course programmes that support policy makers, particularly in LMIC in courses to engage in policy dialogues that impact on health, and critically, are not offered by traditional award programmes in universities. It also focuses on engagement with Malaysian academic institutions. UNU-IIGH successfully led an effort for the designation of the Malaysia Global Health Consortium as a WHO Western Pacific Regional Office (WPRO) Regional Training Centre (RTC) for Implementation Research, and several projects have arisen from this initiative. UNU-IIGH is further extending the uptake of its research and the evidence base of its training programmes by investing more in the development of training programmes based on the research from other academic pillars of the Institute.

The internship programme will be further formalised to include programmes that support early and mid-career researchers. The PhD Fellowship programme will be extended to new partners and support provided to Visiting Fellows on sabbatical where appropriate.

Collaboration Highlights

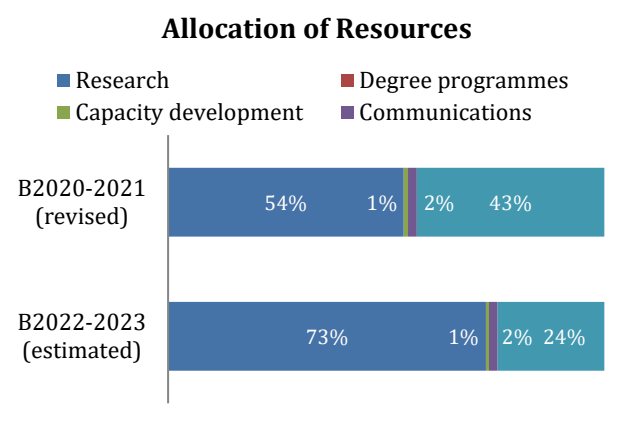
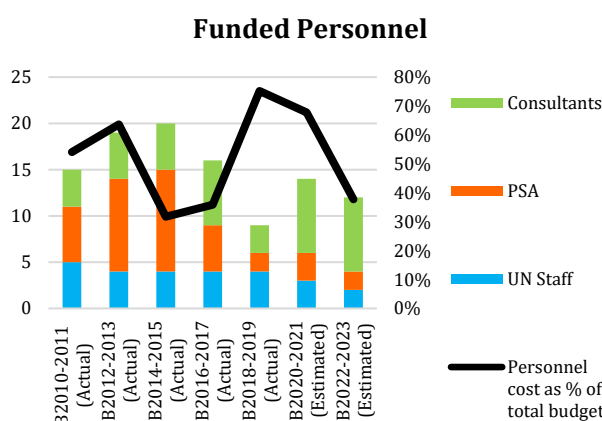
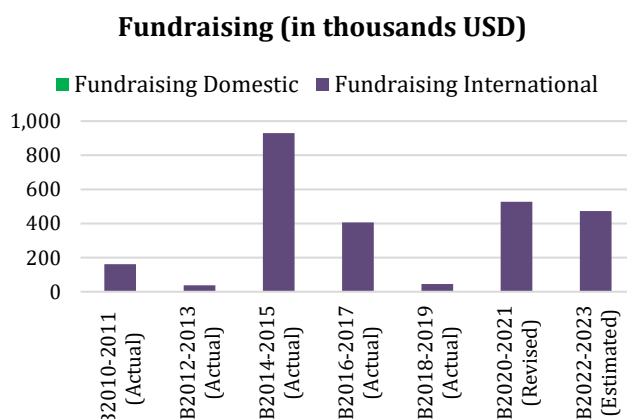
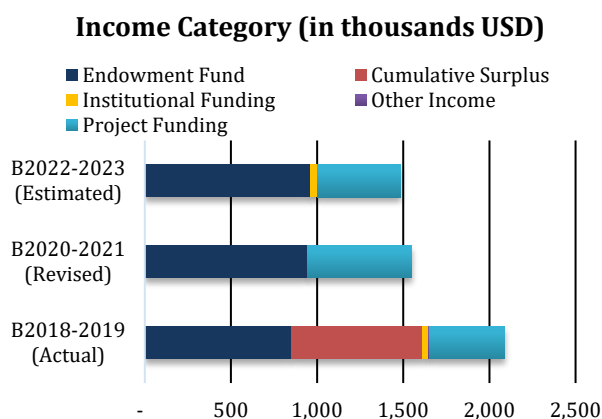
UNU-IIGH established the Gender and Health Policy Hub with the support of a US\$2.2M grant from the Bill and Melinda Gates Foundation. The hub strengthens collaboration with WHO, the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), the United Nations Development Programme (UNDP), and other stakeholders to consolidate and generate policy relevant evidence on effective interventions and best practices for integrating gender in health policy and programming.

Drawing on a consortium established by UNU-IIGH to anchor Malaysia as a regional resource in global health research and practice, UNU-IIGH led a bid to WHO for designation as an RTC for Implementation Research on diseases of poverty. The RTC focuses on building capacity to identify and alleviate barriers to effective healthcare delivery for Member States in the Western Pacific Region (WHO WPRO). Consortium partners are the Malaysian Ministry of Health National Institute for Health Systems Research and the University of Malaya.

UNU-IIGH is strengthening partnerships developed through convening activities, particularly related to global health futures and decolonising global health to contribute to the growing movement for strategic intelligence and towards stronger global south institutions and scholarship led from the global south.

UNU-INRA Programme and Budget B2022-2023

The UNU Institute for Natural Resources in Africa's (UNU-INRA) assists in the efficient and sustainable management of the continent's natural resources. The Institute's work focuses on strengthening the capacity of key players mainly universities and other research institutions.



Targeted Sustainable Development Goals and Major Policy Processes

The four programme areas will contribute to the attainment of the nationally determined contributions (NDCs) of most countries as well as efficient resource management in the agriculture, forestry, and other land use sectors, which are critical for the attainment of the SDGs.

UNU-INRA's proposed programmes principally contribute to SDG 6 (clean water and sanitation), SDG 7 (affordable and clean energy), SDG 9 (industry, innovation and infrastructure), SDG 11 (sustainable cities and communities), and SDG 15 (life on land). UNU-INRA will continue its participation in a four-institution consortium consisting of Ashesi University, the Netherlands Development Organization (SNV), Ernst & Young and UNU-INRA. INRA's role is to analyse and determine constraints that small and medium size enterprises face in developing climate smart businesses. INRA will facilitate the engagement of policy makers with entrepreneurs.

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
Transition Towards Land-based Ecosystems Management (AFOLU)	Social Change and Economic Development	4 personnel	219

The overarching aim of this programme area is to generate knowledge that contributes to the attainment of food security and climate smart landscapes in Africa. There are three research foci: climate smart agriculture; desertification, land degradation and droughts; and weather and climate information system. This programme area will be addressing potential tension points with respect to competing natural resources.

Performance Measure(s)

- Reduced greenhouse gas (GHG) emissions from the agricultural sector due to adoption of recommended management practices: percentage (<=10 per cent) reduction in GHG emissions from selected crops in different vegetation zones/biomes.
- Increased agricultural productivity as a result of widespread adoption of sustainable land management (SLM) practices: 50 farmers adopt investigated SLM practices.

Producing Knowledge for Natural Resource Governance	Social Change and Economic Development	1 personnel	40
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This programme will focus on resource governance through the prism of extractives to produce relevant knowledge for effective resource governance. The programme area will: (1) interrogate resource governance and interrelationships with political economy and gender inclusiveness, (2) identify best policy advocacy practices for effective mineral governance (3) creating niches and spaces for advocacy for effective resource governance.

Performance Measure(s)

Reduction in the negative impacts of artisanal mining (ASM) on land and water quality, as measured by:

- Four ASM related policy briefs, op-eds and scientific publications developed annually.
- One project focused on reversing the trend of mining-induced land degradation and water pollution.
- One capacity development programme on reducing the negative externalities from ASM.

Best practices for quality resource governance, through synergizing global and local knowledge systems, as measured by:

- Two projects co-designed, co-developed, co-implemented with women and indigenous/local groups.
- Five state and non-state actors (such as governments, United Nations institutions, regional/sub-regional bodies, and the private sector) advised on the best practices for quality resource governance.
- Two projects that support diversification away from hydrocarbons and other non-renewable extractives.

Conducive policy environment for the realisation of a resilient, diversified and inclusive economy in African countries through extractive industries, as measured by:

- Two natural resource management (NRM) national/regional policies into which UNU-INRA provides annual input.
- Degree of UNU-INRA's involvement in legislative processes at the various levels of governance.
- Two policy advocacy meetings/workshops organized annually.

Promoting a Blue Economy and Water Resource Management	Social Change and Economic Development	1 personnel	60
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This programme will focus on generating knowledge that assist African governments achieve sustainable development through: (1) efficient and equitable management of water resources and (2) conservation and responsible use of the oceans, seas, and marine resources. It will develop research projects that address the potential tensions that may arise in the management of water and marine resources.

Performance Measure(s)

- Recommendations for integrating and mainstreaming disaster risk reduction in aquaculture (freshwater and marine) at various levels of decision making.
- Catalogue of management and coping strategies employed by fishing communities against disasters and climate shocks.
- Recommendations for water allocation among competing uses.
- Reduced climate-related risk, losses and damages in the aquaculture industry: number and frequency of climate-related disasters in the aquaculture industry.
- Reduced water-related conflicts, especially community and transboundary: number of communities/countries involved in water-related conflicts.

Technical Innovation Systems – Shifting Focus to Clean Energy and Green Economy	Environment, Climate and Energy	7 personnel	342
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This programme proposes that the success of newly introduced technologies is determined by the socio-material and cultural system that develops and implements them. The key objectives will be to: identify and examine barriers to sustainable energy innovation; analyze enablers of sustainable energy innovations; co-produce ideas and strategies to achieve step-changes in the sustainable energy innovation transition with multiple stakeholders.

Performance Measure(s)

- Contribution of existing low carbon technologies to reducing GHG emissions.
- Knowledge of existing and potential barriers to the successful scaling of existing technologies.
- Documentation of measures required to overcome identified barriers.
- Sector-based policy briefs and research reports on key results.
- Recommendations on integrating the principles of inclusiveness and social equity in green/blue transition plans of countries.
- Policy briefs and research reports on challenges faced by countries on pursuing inclusive green economy and possible solutions.
- Documentation of resources/sectors to be constrained by pursuing blue/green economy.
- Recommendation of the way forward for various African countries based on their peculiar situation, e.g., amendment to existing strategic documents.

Innovation and Programme Development Fund			33
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Training, Teaching and Capacity Development Activities

The Institute will work with key stakeholders from universities, research institutions, and individuals across Africa through training programmes to strategically position them to address challenges in the management of natural resources on the African continent. This will be achieved by developing and organizing flagship training programmes, including for professionals, on relevant natural resources management, notably:

- Climate change and its environmental and socio-economic impacts, including the issues of climate diplomacy, green bonds and the secular economy.
- Application of tools such as geographical information systems (GIS) and remote sensing training in NRM research in Africa. The training provides researchers, students, and practitioners with working hands-on knowledge in the application of geospatial tools in resource management. Past trainings have been held in Accra, efforts are being made for similar trainings in INRA's Operating Units.

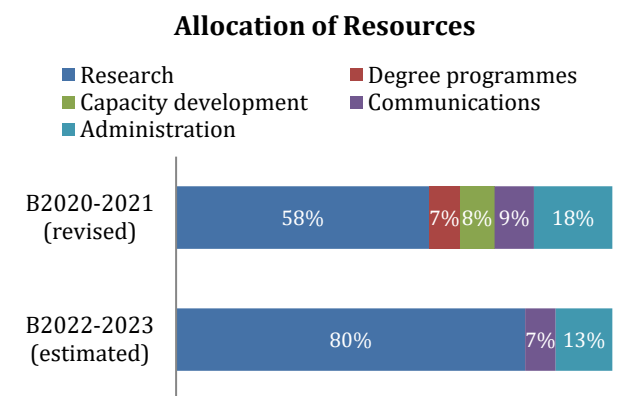
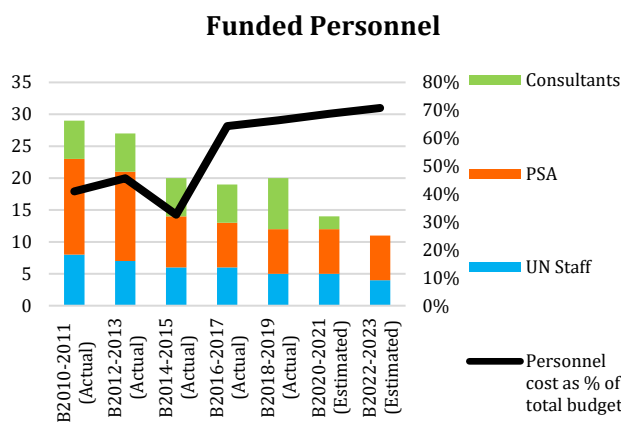
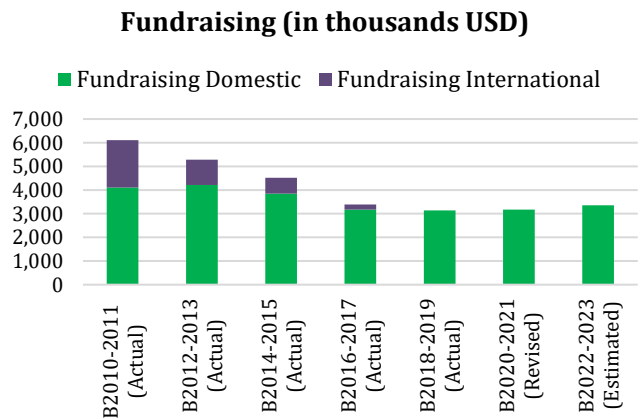
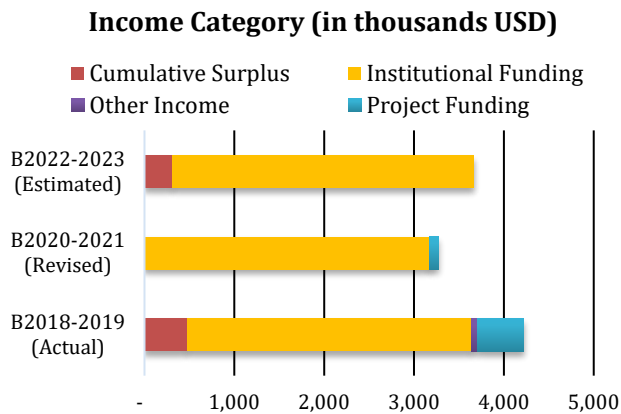
Collaboration Highlights

Examples of collaboration highlights for B2022-2023 at UNU-INRA include:

- Joint organization of Kwapong Lecture Series - Nature Speaks with the University of Ghana;
- The Intergovernmental Panel on Climate Change (IPCC) Meeting in collaboration with IPCC and the University of Ghana;
- Africa Climate Week in collaboration with the Ghana Climate Innovation Center (GCIC); and,
- A summer academy with UNU-EHS.

UNU-INWEH Programme and Budget B2022-2023

The UNU Institute for Water, Environment and Health (UNU-INWEH) is the United Nations think tank on water. It helps resolve pressing and emerging water challenges that are of concern to the United Nations, its Member States, and their peoples. UNU-INWEH aims to become the world's most trusted source for water policy ideas, synthesis, and analyses.



Targeted Sustainable Development Goals and Major Policy Processes

UNU-INWEH contributes directly to all targets of SDG 6 (water and sanitation for all). It also contributes to SDG 3 (health), SDG 11 (resilient communities), and SDG 13 (climate action), particularly to those targets of SDG 11 and 13 that address water-related disasters.

UNU-INWEH engages in a range of United Nations Water (UN-Water) activities, including the annual World Water-Development Report, the SDG 6 Synthesis Report, UN-Water briefs, Task Forces and Expert Groups. Within UN-Water, UNU-INWEH co-leads (with the United Nations Department of Economic and Social Affairs (UN DESA)) the special Task Force on the implementation of the Water Action Decade of 2018-2028.

Through the "SDG 6 Policy Support System (PSS)", a flagship product of the Institute, UNU-INWEH also facilitates national dialogues on the transparent identification of gaps, risks and needs to accelerate the progress towards SDG 6. The Institute also offers direct expert input into the methodological developments of the SDG 6 indicator framework.

The Institute engages with large international sustainable development processes and Conventions (the United Nations Office for Disaster Risk Reduction (UNDRR), the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES)) and with global partnerships and networks, such as the Global Framework for Action against Water Scarcity (WASAG), the Groundwater Solutions Initiatives for Policy and Practice (GRIPP), and others.

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
Water, Environment, Climate Change and Energy	Environment, Climate and Energy	11 personnel	200

This research programme addresses a wide range of water-related challenges, including: 1) Accelerating the implementation of water SDGs; 2) Activating a water technology revolution in the Global South; 3) Advancing gender equality for effective water management; and 4) Managing water-and climate related (including health) risks for improved water security and quantifying the overall water security of countries.

Performance Measure(s)

- Number of publications, number of people trained, and number of media reports.
- Outcomes are measured by number of policy documents that incorporate UNU-INWEH products and number of countries that adopted UNU-INWEH tools in their national water work.
- Impacts are measured by the number of people positively affected by the implemented Outcomes.

Innovation and Programme Development Fund	200
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Training, Teaching and Capacity Development Activities

Training and capacity development activities at UNU-INWEH include:

- A two-semester Water Without Borders collaborative graduate diploma programme with McMaster University, which enhances professional and academic development and addresses water issues across geopolitical or disciplinary boundaries.
- An Online Water Learning Centre (WLC), with several specialized courses on Integrated Water Resources Management, Global water security, water and health, water and migration, water and Artificial Intelligence and several others. New courses are added to WLC at a rate of about two courses per year.
- Training and capacity building activities associated with specific projects, e.g., training national stakeholders in the use of the SDG 6 Policy Support System (PSS) and other tools by UNU-INWEH.
- A vibrant in-house internship programme, open to students anywhere in the world remotely from 2021.

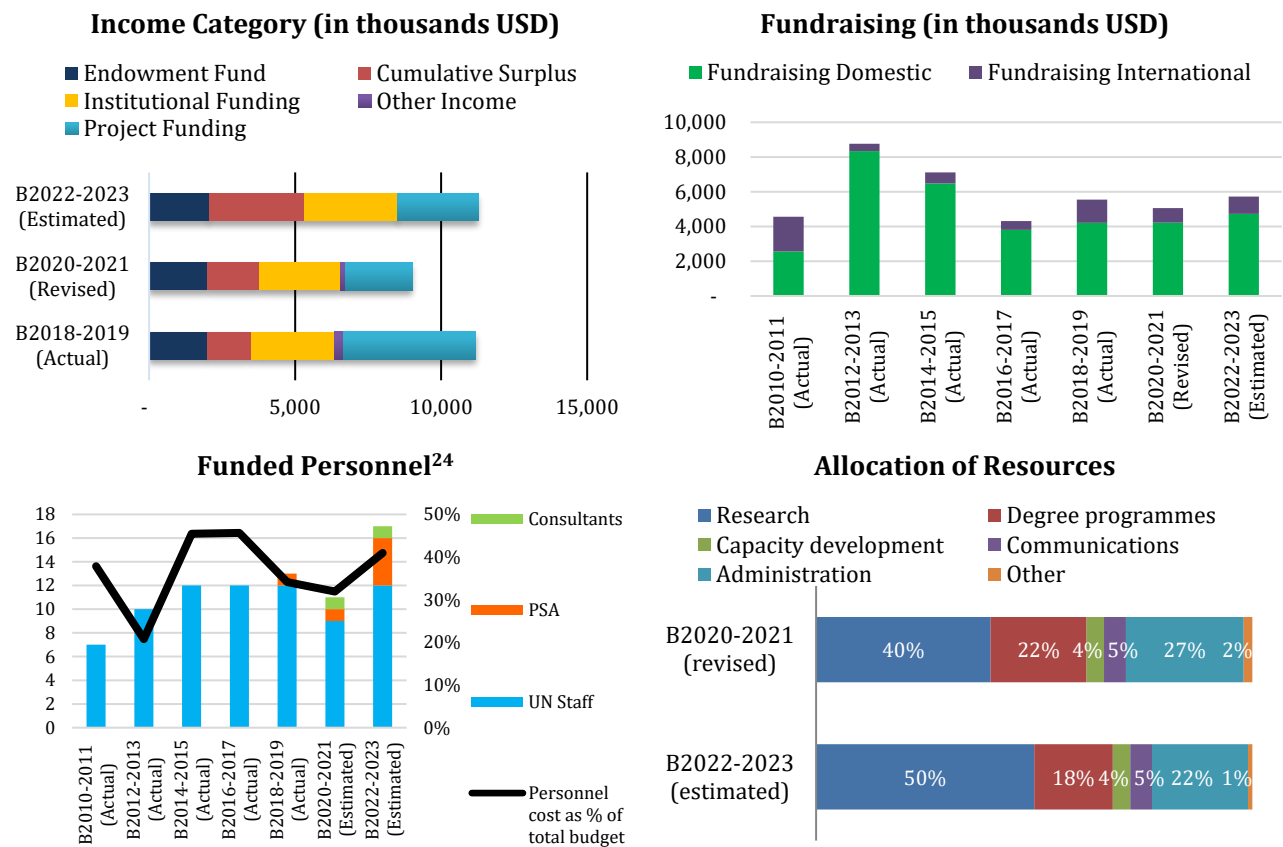
Collaboration Highlights

UNU-INWEH collaborates with governments and researchers from five Member States (South Korea, Tunisia, Costa-Rica, Pakistan, Ghana) on the development of the SDG 6 PSS, an online tool that provides Member States with a national evidence-base necessary for measuring progress towards SDG 6. This collaboration has now moved to its third stage and already 34 countries have been exposed to the tool. Some (like Brazil) are taking a very active position and opening doors to more countries (e.g., the Community of Portuguese Speaking Countries). UNU-INWEH plans to reach up to 50 countries with the SDG PSS by the end of 2022.

Another notable instance of collaboration is a project UNU-INWEH undertakes in partnership with the International Development Research Centre (Canada) and the University of Kinshasa (Democratic Republic of Congo) on assessing the drivers, consequences, as well as impact of water-related migration on women and girls.

UNU-MERIT Programme and Budget B2022-2023

The UNU Maastricht Economic and Social Research Institute on Innovation and Technology (UNU-MERIT) is a unique research centre and United Nations think tank addressing a broad range of policy questions on science, innovation, and democratic governance, and includes a graduate school for around 100 PhD fellows and 140 master’s students.



Targeted Sustainable Development Goals and Major Policy Processes

UNU-MERIT signed a long-term agreement with the World Food Programme (WFP) to provide monitoring, evaluation, analysis, and policy guidance in support of WFP’s work with refugee and vulnerable communities in Kenya. The project monitors and evaluates the effects of WFP’s various long-term aid programmes on refugees, including those related to electronic food vouchers and cash transfers via bank accounts.

UNU-MERIT engages with the Asian Development Bank (ADB) to work on the new strategic programme for the Greater Mekong Subregion (GMS), a programme supporting regional cooperation through sub-regional projects in transport, energy, agriculture, the environment, and trade facilitation. The Institute provided leadership in developing an extensive report feeding into the strategic programme for regional development over the period 2020-2030.

The Institute is also working with the United Nations Industrial Development Organization (UNIDO) and the African Development Bank (AfDB) on understanding the impact of COVID-19 on firms in Africa and identifying policy responses to the pandemic. UNU-MERIT is active with the United Nations Economist Network (UNEN), contributing to a report on global megatrends and ongoing work on innovation and the digital transformation.

²⁴ Consultants include only those that are core-funded and not under Academic Programme. There are other 52 Consultants core-funded under Academic Programme and 43 Consultants funded through SPCs.

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
Comprehensive Innovation	Social Change and Economic Development	24.5 personnel	1,563
<p>This programme integrates the different research agendas within UNU-MERIT, providing a multidisciplinary approach that brings together perspectives on the economics of innovation, governance and public policy, and complexity to provide a holistic and integrated approach to the most pressing challenges of sustainable socio-economic development.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> • Publication of 30+ high-quality academic articles under the Comprehensive Innovation umbrella • The organisation of at least two major conferences / workshops on Comprehensive Innovation 			
UNESCO Chairs	Social Change and Economic Development	2 personnel	218
<p>This programme engages with the United Nations Educational, Scientific and Cultural Organization (UNESCO) Chairs programme, contributing to UNESCO priorities in: (1) establishing a Chair as a focal point for interdisciplinary and trans-sectoral policy training and research on the role of science, technology & innovation for sustainable development; (ii) establishing a Chair on the circular economy and waste management, with a particular focus on education for sustainable development.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> • Development (in collaboration with UNESCO) of a Latin American Science, Technology and Innovation (STI) Policy Lab • Development of an extensive collection of educational materials on waste management and the circular economy 			
The Hub	Social Change and Economic Development	5 personnel	100
<p>This programme seeks to encourage and forge links between UNU-MERIT, local and national policymakers, local NGOs, and other societal stakeholders (including students) to provide a forum for debate, discussion, and sharing of best-practice policymaking in addressing the major societal challenges addressed through the Institute's research.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> • Organise regular events with stakeholders • Outputs (e.g. policy briefs) resulting from the extensive interaction with national stakeholders 			
Education and Training	Social Change and Economic Development	56.5 personnel	2,105
<p>Education and training (i.e. capacity building) involves a number of activities at UNU-MERIT, including an MSc in Public Policy, two doctoral programmes, and capacity building programmes on innovation, migration, and evidence based policy making.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> • Continued and enhanced success of capacity building projects, such as the Design and Evaluation of Innovation Policies (DEIP) programme that has been recently delivered in India and Panama, and the innovation training programme run in collaboration with other United Nations entities. • At least two DEIP events. • At least two Management of Migration and Diploma Programmes 			
Innovation and Programme Development Fund			450

Training, Teaching and Capacity Development Activities

UNU-MERIT cooperates with Maastricht University in running a Master of Science programme in Public Policy and Human Development that attracts around 140 students per year. In addition, UNU-MERIT runs both a full-time and a part-time PhD programme. Both programmes have an intake of 10-15 students per year, with the part-time programme attracting many applicants from the United Nations system.

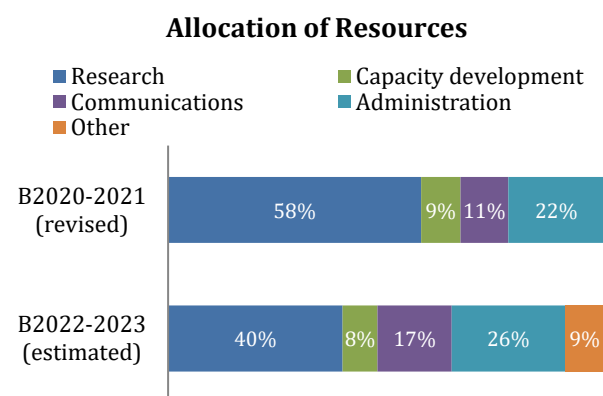
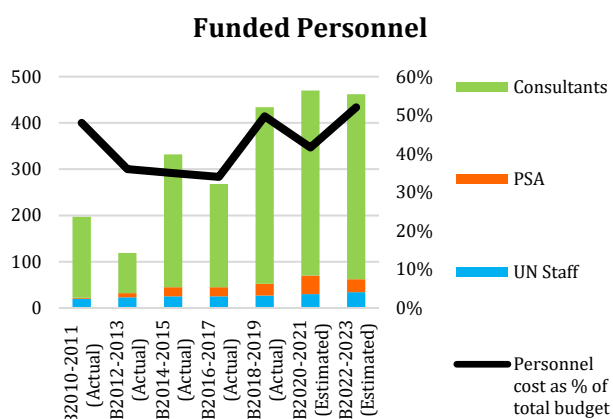
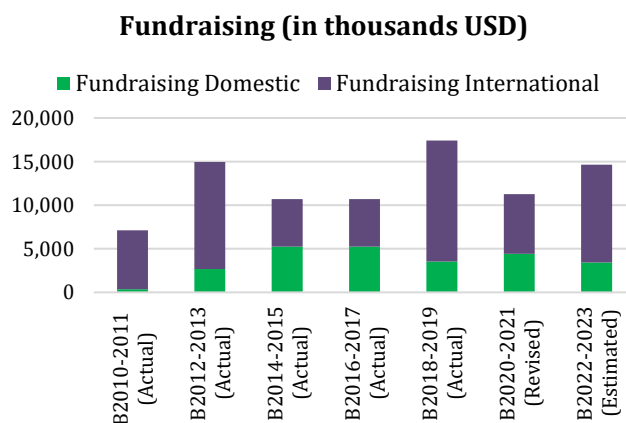
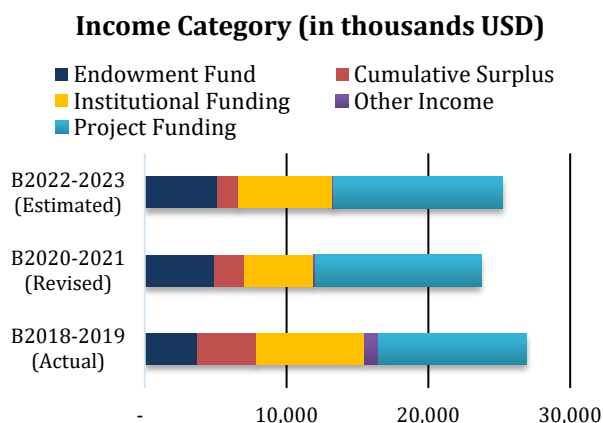
In addition to these academic programmes, UNU-MERIT is involved in capacity building efforts in the field of innovation, running its own DEIP programme and being heavily involved in capacity building efforts in this area through the inter-agency forum on STIs for the SDGs. UNU-MERIT further runs capacity building programmes on Evidence Based Policy Research Methods (EPRM) and migration management (the Migration Management Diploma).

Collaboration Highlights

UNU-MERIT has worked with UNIDO in producing an extensive 28-chapter edited volume on New Perspectives on Structural Change. The volume was published by Oxford University Press in early 2021 and was edited by four UNU-MERIT researchers. The project brought together researchers from academia, different United Nations entities, and other international organisations. Since 2020, UNU-MERIT has worked with WFP on the monitoring & evaluation of programmes under the COVID-19 Urban response framework in Kenya.

UNU-WIDER Programme and Budget B2022-2023

The UNU World Institute for Development Economics Research (UNU-WIDER) is a unique blend of think tank and research institute within the United Nations system, and a leading platform for development economics where knowledge is created through a forward-looking research programme and strengthened through capacity building initiatives. At UNU-WIDER, researchers, decision-makers, and practitioners interact to help resolve critical social and economic challenges through high-quality research.



Targeted Sustainable Development Goals and Major Policy Processes

UNU-WIDER will focus on the interlinked development challenges of transforming economies, states, and societies and map them against SDGs 5, 8, 10, 16 and 17. By mobilizing research evidence for action through the ongoing processes in the United Nations and its Member States, the Institute continues to work with stakeholders to strengthen capacities for research, technical, and policy analysis, and facilitate exchange of experiences and knowledge towards bold and collaborative development solutions for countries and regions around the world. UNU-WIDER applies five broad research-into-use processes, engaging Member States (e.g., Ghana, Mozambique, Tanzania, South Africa, Finland, Norway, Sweden, and the UK) as well as the United Nations system:

- Informing effectively decision making and policy processes with the most up-to-date rigorous research;
- Linking up stakeholders across research and policy communities;
- Exchanging knowledge between national and international researchers, policy analysts in governments and development partners;
- Co-creating analysis as ‘thought partner’ to government stakeholders to help navigate complex policy problems and contextualise approaches for local settings; and
- Co-developing and supporting national researchers and policy analysts.

Research Programmes²⁵

Programme Name	Theme(s)	Personnel	USD (thousands)
Transforming Economies	Social Change and Economic Development	84 personnel	4,557

This programme looks at the continuing need for large-scale changes in the structure of economic activity and employment opportunities, which must take place if absolute poverty is to be reduced alongside addressing economic and social inequalities. Projects under this programme include work on informality, productive job creation and the opportunities but also challenges inherent in today’s global economy.

Transforming States	Social Change and Economic Development	159 personnel	7,850
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Capable and effective states are needed to work with the private sector to achieve higher and more environmentally sustainable rates of economic growth — via transformation of the economy’s structure. This programme looks at questions of public expenditure, tax incidence, market failures and ways to correct or compensate for them and in the management of natural resource wealth.

Transforming Societies	Social Change and Economic Development	47 personnel	424
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Societal transformation is an outcome of strategy and policy choices. The characteristics of societies also frame and impact on socioeconomic development. Increasing the capacities, resources, and confidence of individuals and their communities is a means to reduce poverty and gender and broader social inequalities. Specific topics covered under this programme include empowerment, the role of social capital, and migration.

Performance Measure(s) (apply to each of the three programmes mentioned above)

- Changes in conceptual understanding, problem-recognition and discourse around socially inclusive growth and development
- Changes in national and international stakeholders’ experience and credibility for thought-leadership and influencing in their settings, around transforming economies, states and societies to support inclusive growth

Knowledge Mobilization	Social Change and Economic Development	84 personnel	2,700
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This programme concentrates on moving knowledge created by UNU-WIDER and its global network of researchers to the right person at the right time in the right form as well as contributing to strengthening knowledge through targeted long-term capacity building initiatives.

Performance Measure(s)

- Changes in use of skills, systems, and an expanded 'toolbox' of policy models and data systems for analyzing policies for socially inclusive development
- Changes in network-led strategic initiatives to deepen the analysis and range of policy models available to national governments and development partners

Innovation and Programme Development Fund			339
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²⁵ Success is measured at UNU-WIDER based on a Monitoring, Evaluation, and Learning (MEL) framework and connected theory of change established for the Institute’s 2019-2023 work programme. The set of indicators presented here is a sample of measures directly emanating from the MEL framework.

Training, Teaching and Capacity Development Activities

A core aim of UNU-WIDER is to support the broadening and diversifying of voices and perspectives in development research. As a consequence, the Institute is prioritizing and mainstreaming the involvement of developing country, early career, and female researchers in all its research projects, and particular attention is paid to the inclusion of researchers based in developing country institutions.

In addition to this mainstreaming approach to capacity development, UNU-WIDER also applies three interlinked capacity development avenues: (i) co-creating research with people involved in policy processes in the Global South, (ii) long-term professional development through the Visiting PhD Fellowship programme and the WIDER Summer School, and (iii) short-term technical training as part of the Institute's in-country engagements.

Furthermore, institutional capacity development takes place through UNU-WIDER's engagement with institutional partners in the Global South, through its country programmes.

Collaboration Highlights

UNU-WIDER is a key partner of the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS), generating new thinking and policy recommendations for Least Developed Countries (LDCs) on the road to the Fifth United Nations Conference on the Least Developed Countries (UN LDC5). UNU-WIDER's Domestic Revenue Mobilization programme will see increasing collaborations with sub-Saharan revenue authorities, using administrative tax data for policy-relevant research. The second phase of the South Africa – Towards Inclusive Economic Development (SA-TIED) programme begins on 1 January 2022, including increasing engagement between UNU-WIDER, the National Treasury of South Africa, and other governmental institutions. The programme offers solutions to some of the bottlenecks of South Africa's economy via high-quality, policy-relevant research created in close dialogue with government staff and national and international researchers.

UNU Centre: Office of the Rector and Vice-Rectorate in Europe Programme and Budget B2022-2023

The Office of the Rector supports the Rector in his capacity as the chief academic and administrative officer of UNU and assists in executive management and coordination of the University system. The Office provides an overall supporting role for governance and policy development within the global UNU system and manages the legal affairs of the University. Counting 10 personnel, the Office draws on consultants for expert input as needed. The Office of the Rector also includes several academic programmes, public outreach activities, and capacity development initiatives.

UNU Centre also includes the Vice-Rectorate in Europe (UNU-ViE) which supports the institutional development of UNU, particularly in Europe and Africa. UNU-ViE facilitates collaboration across UNU; with regional stakeholders in Bonn, Germany; and throughout the United Nations system. It seeks to make UNU-generated knowledge on peace, development, and sustainability both visible and useful.

While UNU-Centre’s research activities continued throughout the COVID-19 pandemic, its capacity to attain the usual levels of outreach in Japan and internationally were greatly impacted. Until recently, UNU was hopeful that the pandemic’s global disruptions would be receding by early 2022, but at the time of writing (September 2021), that is no longer clear. Online activities will remain possible but may be less impactful than in-person outreach. UNU-Centre seeks to resume in-person outreach activities when feasible during the biennium.

Programme Name	Theme(s)	USD (thousands)
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The UN and Its Discontents	Peace and Security	120
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This programme explores the dynamics among, and behaviour of, United Nations Member States and United Nations staff. It offers insights into factors that might prevent the organization from reaching its full potential, offering analyses and suggestions to support meaningful reform and achievement of optimal results.

Performance Measure(s)

- A book on this topic published by Oxford University Press.
- Dissemination events for the book.

The Oxford Handbook of Higher Education in Asia and the Pacific	Social Change and Economic Development	130
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This project explores the role, growth, quality, and dynamics of higher education in the Asia Pacific Region to better understand Asia's higher education achievements, failings, potential, and structural limitations. Highly renowned expert authors have contributed to the volume, which is edited by the Rector of UNU, Devesh Kapur, Lily Kong, as well as UNU colleague Florence Lo.

Performance Measure(s)

- A book on this topic published by Oxford University Press.
- Dissemination events for the book.

Public Outreach	Peace and Security Social Change and Economic Development Environment, Climate and Energy	500
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The Rectorate conducts several outreach activities to foster engagement with the wider public, United Nations partners, public sector entities, and local research institutes and university students in Japan.

The UNU Conversation Series is a public platform where influential experts, world leaders, respected scholars and authors are given the opportunity to share personal insights on contemporary global affairs, politics, and media. These Conversations are held at UNU Headquarters in Tokyo and are usually moderated by the Rector.

The Rector also regularly visits Japanese universities outside of Tokyo for lectures, keynote speeches, or workshops about the United Nations. These visits are primarily addressed to young students. The Rector and Vice-Rectors are also active internationally through participation in the United Nations and other public policy meetings throughout the world.

The Rectorate further engages officials from the Ministry of Foreign Affairs of Japan (MoFA) in periodic briefing sessions. These sessions are presented by UNU researchers and scholars on a range of topics of interest to the Ministry.

The Rectorate’s SDG Corporate Strategy Forum disseminates information about the SDGs to Japanese companies, supports companies’ dialogue on implementing the SDGs, and engages the Japanese private sector as a key player for sustainable development. The project is funded by membership contributions from the Japanese private sector and will help companies more effectively contribute to building a sustainable society.

Through its representative to the United Nations Educational, Scientific and Cultural Organization (UNESCO) based in Paris, France, the UNU Rectorate liaises with and co-organizes conferences with UNESCO to draw attention to important or emerging international topics in the sphere of culture, international collaboration, and research.

Performance Measure(s)

- Increased profile of UNU and the United Nations amongst university students and the general public, particularly in Tokyo and in Japan.
- Events held and a stage provided to influential speakers allowing researchers and students, private and public sector entities including Ministry officials, and others to engage in discussing global issues and devising policy solutions.
- Newsletters, annual reports, and other documents (in English as well as Japanese) circulated to a wide audience in Japan and globally.
- One international conference/workshop jointly organized by UNU and UNESCO per year.

Capacity Development

Social Change and Economic Development
Environment, Climate and Energy

300

In 2017, the UNU Office of the Rector established the “Rector’s Scholarship” to support students from developing countries enrolled in UNU-IAS postgraduate degree programmes. It provides recipients with a monthly allowance that covers living, research activity, and travel-related costs for the minimum period of study required for graduation.

Performance Measure(s)

- Three recipients selected each year are expected to complete their master’s or doctorate degree programme in sustainability science.
- Students are expected to produce policy-relevant research.

Projects at UNU-ViE

Environment, Climate and Energy

542

UNU-ViE supports the development of strategic partnerships with key stakeholders, including the European Union, United Nations entities, and Member States. Its activities support coordination between UNU institutes and other United Nations entities, including the World Adaptation Science Programme (WASP). It also plays a crucial role in intra-UNU collaboration, convening directors on key issues such as academic programming and responding to stakeholders’ research needs.

UNU-ViE’s projects include the Pan-African Cooperation and Educational Technologies programme (PACET), which strengthens research, educational, and institutional capacities, and fosters cooperation between UNU and African institutions in higher education, research, policy and practice to address challenges, particularly in the frame of the SDGs and Agenda 2063 of the African Union.

Performance Measure(s)

- Published academic articles, policy-oriented reports, and briefing papers.
- PACET: Strengthened research regarding the water, energy, and food nexus within the context of climate change and establishment of “Digital Transformation in Africa” as a new working area within the PACET programme. Strengthened institutional and technical capacity-building of countries in Global South in the United Nations Framework Convention on Climate Change (UNFCCC) reporting processes.
- Establishment of new partnerships and strengthening existent ones.
- Enhancement of UNU’s policy impact by providing policy-relevant analysis for United Nations entities such as UNFCCC, the United Nations Convention to Combat Desertification (UNCCD), and the United Nations Office for Disaster Risk Reduction (UNDRR), including, for example, coordination of UNU institutes’ input in the UNFCCC National Adaptation Plans (NAPs) and technical support for NAPs.

Innovation and Programme Development Fund

893

Targeted Sustainable Development Goals and Major Policy Processes

The UN and Its Discontents project will examine some aspects of the negotiations and decision-making processes which led to the adoption of the SDGs (Goal 13). This project should also generate knowledge on the key challenges which need to be addressed by all Member States of the United Nations, including developing countries, in order to enhance the performance of the United Nations.

The Oxford Handbook of Higher Education in Asia and the Pacific will contribute to SDG 4 (Quality education). The research for this handbook will document trends in the quality, reputation, and government policy on higher education across a number of developing countries in the Asia-Pacific region.

Through its work in the SDG Corporate Strategy Forum, UNU seeks to guide Japanese companies to support those SDGs that may be relevant to a company's particular context by incorporating elements of the 2030 Agenda into their long-term visions and strategies.

UNU-ViE supports the Rector in identifying in-roads for the UNU system to contribute to key policy processes affecting all the SDGs, for example by cultivating strategic partnerships within and external to the United Nations system and seeking opportunities to increase the impact of UNU's research.

Capacity Development and Degree Programme Activities

The Rector's Scholarship provides financial support to students from developing countries enrolled in the UNU-IAS postgraduate programmes. Two or three scholarships are offered each year. Since its inception in 2017, scholarships have been offered to eight master's and one doctoral candidate. Recipients have come from Brazil, Colombia, Ghana, India, Indonesia, the Philippines, Viet Nam, and Zimbabwe.

Collaboration Highlights (B2022-2023)

The Oxford Handbook on Higher Education in Asia and the Pacific is a close collaboration between the UNU Rector, UNU Legal Specialist Florence Lo, and co-editors Devesh Kapur, the Starr Foundation South Asia Studies Professor and Director of Asia Programs at the Paul H. Nitze School of Advanced International Studies at Johns Hopkins University, and Lily Kong, President and Lee Kong Chian Chair Professor of Social Sciences at the Singapore Management University.

UNU-ViE supports the overall collaboration amongst UNU institutes via science collaboration programmes like 'Kaleidoscope' programme. The programme included a 6-month process where the research teams from several UNU institutes worked cross-institutionally and inter-disciplinarily. The collaboration resulted in the conception of joint projects on Sustainable E-mobility, Risks in Cities, an Urban Sustainability Observatory and an SDG Performance Monitor. UNU-ViE arranges a forum for dialogue where UNU institutes exchange best practices in addressing the research and policy needs of EU stakeholders like the European Union. UNU-ViE also actively supports UNU institutes in enhancing collaboration and research uptake with United Nations entities in Europe, such as UNFCCC, UNCCD, and UNDRR.

V. Summative Work Programme Tables and Graphs B2022-2023

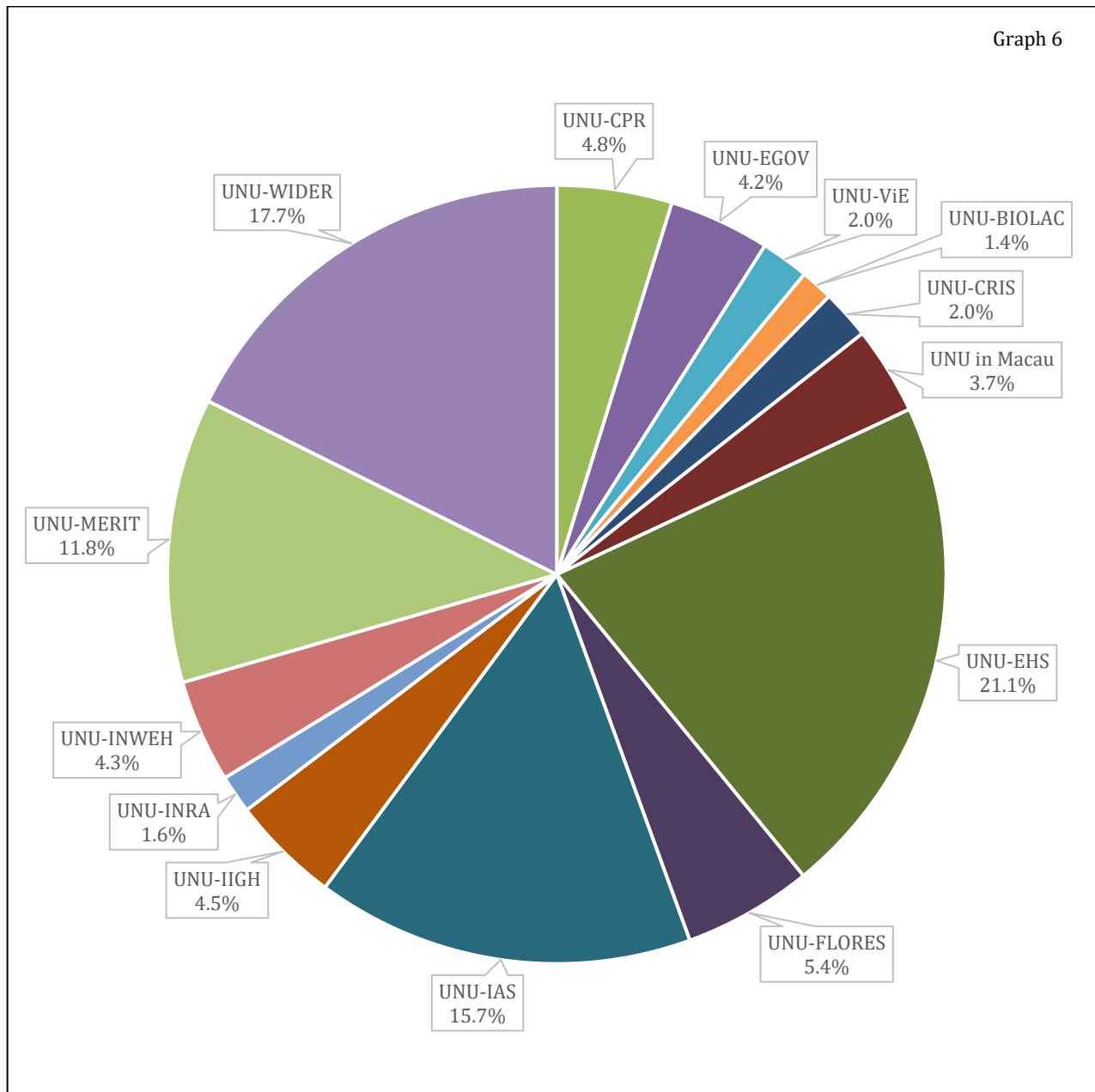
Work Programme B2022-2023 by UNU Institute

Table 17	UNU Entity		Research Programmes	Financing (USD '000)	
6 Programmes	UNU-Centre/ Office of the Rector	1	The UN and Its Discontents	120	
		2	The Oxford Handbook of Higher Education in Asia and the Pacific	130	
		3	Public Outreach	500	
		4	Capacity Development	300	
		5	and policy advice at ViE	-	
		6	PACET (Pan African Cooperation and Educational Technologies) at ViE	542	
		Innovation and Programme Development Fund			893
		Total			2,485
	UNU-EHS UNU Institute for Environment and Human Security	1	Munich Climate Insurance Initiative (MCII)	1,990	
		2	Vulnerability Assessment, Risk Management and Adaptive Planning (VARMAP)	509	
		3	Environmental Vulnerability and Ecosystem Services (EVES)	573	
		4	Global Mountain Safeguard Research (GLOMOS)	857	
		5	Environment and Migration: Interactions and Choices Section	595	
		6	Urban Futures and Sustainability Transformation (FAST)	6,926	
		Innovation and Programme Development Fund			888
		Total			12,338
	UNU-FLORES UNU Institute for Integrated Management of Material Fluxes and of Resources	1	Resource Nexus in Agri-food and Forest Systems	340	
		2	Resource Nexus in the Circular Economy	365	
		3	Resource Nexus in Climate Change Mitigation and Adaptation	10	
		4	Biodiversity and the Resource Nexus	86	
		5	Resource Nexus in UN Organisations	40	
		6	Analytical Themes	262	
		Innovation and Programme Development Fund			35
		Total			1,138
	UNU-IAS UNU Institute for the Advanced Study of Sustainability	1	Biodiversity and Society	2,074	
		2	Water and Resource Management	1,163	
		3	Innovation and Education	1,963	
		4	Postgraduate Degree and Training Programme	4,159	
		5	Strategic Programme, Communication, Outreach and Knowledge Management	793	
		6	Operational Unit Ishikawa/Kanazawa OUIK	1,020	
Innovation and Programme Development Fund			350		
Total			11,521		

5 Programmes	UNU-IIGH UNU International Institute for Global Health	1	Translate Evidence to Policy	200	
		2	Generate Policy Analysis	832	
		3	Strengthening Capacity	170	
		4	Capacity development	80	
		5	Postgraduate training	30	
		Innovation and Programme Development Fund			100
		Total			1,412
4 Programmes	UNU-CRIS UNU Institute on Comparative Regional Integration Studies	1	Regional Integration Knowledge System	136	
		2	Regional Public Goods	418	
		3	Regions and Cities Governance LAB	478	
		4	Capacity Development	74	
		Innovation and Programme Development Fund			295
		Total			1,401
	UNU-INRA UNU Institute for Natural Resources in Africa	1	Transition towards Land-based Ecosystems Management (AFOLU)	219	
		2	Producing knowledge for natural Resource Governance	40	
		3	Promoting a blue economy and water resource management	60	
		4	Technical innovation systems – shifting focus to clean energy and green economy	342	
		Innovation and Programme Development Fund			33
		Total			694
	UNU-MERIT UNU Maastricht Economic and Social Research Institute on Innovation and Technology	1	Comprehensive Innovation	1,563	
		2	UNESCO Chairs	218	
		3	The Hub	100	
		4	Education and Training	2,105	
		Innovation and Programme Development Fund			450
Total			4,436		
UNU-WIDER UNU World Institute for Development Economics Research	1	Transforming economies	4,557		
	2	Transforming states	7,850		
	3	Transforming societies	424		
	4	Knowledge mobilization	2,700		
	Innovation and Programme Development Fund			339	
	Total			15,869	
3 Programmes	UNU In Macau	1	Systems Thinking and Modelling to achieve Sustainable Development Goals	85	
		2	Participatory Approach to support more humane values in Tech	85	
		3	Institute Development	55	
		Innovation and Programme Development Fund			20
		Total			245
2 Programmes	UNU-CPR UNU Centre for Policy Research	1	Conflict Prevention and Sustaining Peace	212	
		2	Development Equities	1,897	
		Innovation and Programme Development Fund			150
		Total			2,259

	UNU-EGOV	1	Digital transformation for better governance and sustainable development	401	
	UNU Operating Unit on Policy-Driven Electronic Governance	2	Community building and institutional development	248	
		Innovation and Programme Development Fund			-
		Total			649
1 Programme	UNU-BIOLAC	1	Biotechnology capacities for social development	1,101	
	UNU Biotechnology Programme for Latin America and the Caribbean	Innovation and Programme Development Fund			-
		Total			1,101
	UNU-INWEH	1	Water, Environment, Climate Change and Energy	200	
	UNU Institute for Water, Environment and Health	Innovation and Programme Development Fund			200
		Total			400

Share of Expenditure for Academic Activities by UNU Institute B2022-2023



Internal Collaboration Matrix B2022-2023

118. The following matrix maps internal collaboration amongst UNU research entities.

	UNU-BIOLAC	UNU-CPR	UNU-CRIS	UNU In Macau	UNU-EHS	UNU-EGOV	UNU-FLORES	UNU-IAS	UNU-IIGH	UNU-INRA	UNU-INWEH	UNU-MERIT	UNU-WIDER	UNU-VIE
UNU-BIOLAC												X		
UNU-CPR				X		X				X	X		X	
UNU-CRIS					X						X	X		X
UNU In Macau		X			X	X	X		X		X	X		
UNU-EHS			X	X		X	X	X	X	X	X	X	X	X
UNU-EGOV		X		X	X				X		X			
UNU-FLORES				X	X			X		X	X	X	X	X
UNU-IAS					X		X			X	X	X	X	
UNU-IIGH				X	X	X					X	X		
UNU-INRA		X			X		X	X	X		X			X
UNU-INWEH		X	X	X	X	X	X	X	X	X				X
UNU-MERIT	X		X	X	X		X	X	X				X	X
UNU-WIDER		X			X		X	X				X		
UNU-VIE			X		X		X			X	X	X		

External Collaboration Matrix B2022-2023

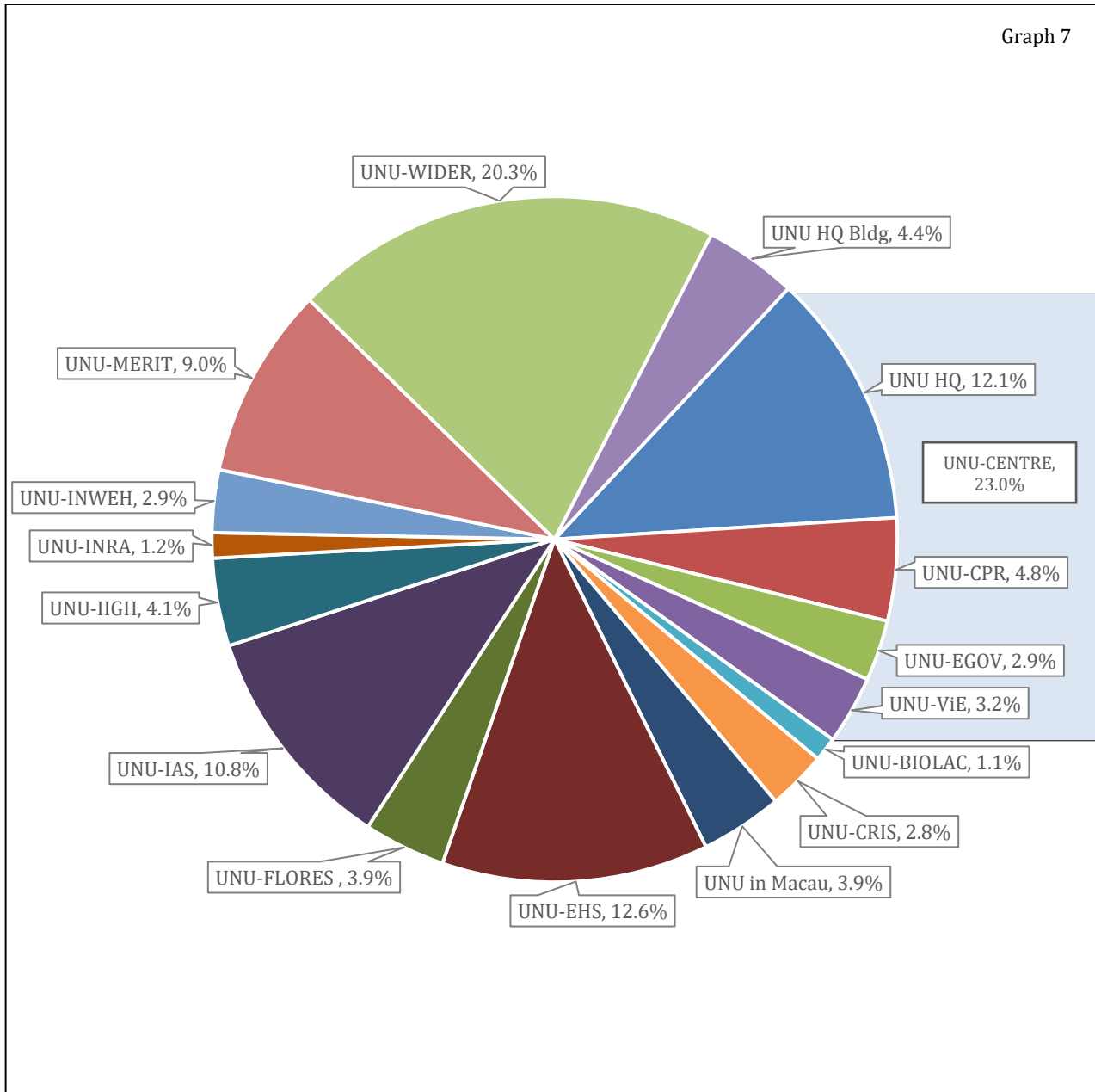
119. The following table illustrates collaboration between UNU entities and United Nations bodies, programmes, commissions, and agencies, as well as other select international organizations.

	UNU-BIOLAC	UNU-CPR	UNU-CRIS	UNU In Macau	UNU-EHS	UNU-EGOV	UNU-FLORES	UNU-IAS	UNU-IGH	UNU-INRA	UNU-INWEH	UNU-MERIT	UNU-WIDER	UNU-VIE
AfDB										X	X	X		X
AERC													X	
CBD					X		X	X			X			
CPLP						X								
EDB			X											
FAO					X		X	X		X	X	X	X	X
GEF					X		X				X			
GWP											X			X
IADB						X	X					X		
IAEA					X									
ICARDA											X			
IFAD										X				
IFRC					X									
IGES								X						
IHA											X			
ILO		X	X	X	X	X						X	X	
IOM		X		X	X						X	X		
IMF					X									
IPBES								X						
IPCC					X			X		X				
ITU				X		X		X			X			
ITUC												X		
IUCN					X			X			X			
IWMI					X						X			
OECD									X			X		
OSCE		X												
OHCHR		X												
UNCCD					X						X			X
UNCLOS							X							
UNCTAD								X				X		
UNDCO		X												
UN DESA						X		X			X	X	X	
UNDP		X	X		X	X	X	X	X	X		X	X	
UN DPPA		X												
UNDPO		X					X							
UNECA		X								X	X			X
UNECE											X			
UN ECLAC							X					X		
UNEN												X		

	UNU-BIOLAC	UNU-CPR	UNU-CRIS	UNU in Macau	UNU-EHS	UNU-EGOV	UNU-FLORES	UNU-IAS	UNU-IIGH	UNU-INRA	UNU-INWEH	UNU-MERIT	UNU-WIDER	UNU-VIE
UNEOSG		X												
UNEP		X			X			X		X	X			X
UN ESCAP				X			X	X			X		X	
UNESCO		X		X	X	X		X			X	X		
UNESCO-ICHARM							X				X			
UNESCO-IHE / UN-IHE											X			
UNESCO-IHP							X				X			
UNESCO-IHS							X							
UN ESCWA											X	X		
UNFCCC					X		X	X			X			X
UNFPA									X	X				
UNGA							X				X			
UN-HABITAT (HSP)					X	X		X			X			X
UNHCR			X				X				X	X		
UNICEF		X	X			X			X		X	X		
UNIDO					X					X		X		
UNIDR							X							
UNDRR					X						X			
UNITAR					X		X							
UN OCHA					X									
UNSDG		X					X							
UN-SPIDER					X		X				X			
UN-Water					X			X			X			X
UNW-DPC														
UN Women			X				X		X		X		X	
WB		X			X	X	X		X	X	X	X	X	
WFP					X					X		X		
WHO							X		X		X			
WIPO												X		
WMO					X		X	X			X			
WTO							X							

Expenditure Share by Budgetary Fund

120. Graph 7 illustrates UNU's total budgetary expenditure (USD 124.97 million) by budgetary fund share for B2022-2023.



VI. Annexes

Annex I: Summary Table of the UNU Budget Proposal for B2022-2023

Approved Budget By Budget Line B2022-2023

Annex I

Cost Category	TOTAL	CENTRE					Institutes											HQ Building
	UNU	TOTAL Centre	HQ	CPR	EGOV	ViE	BIOLAC	CRIS	CS	EHS	FLORES	IAS	IIGH	INRA	INWEH	MERIT	WIDER	
Academic Programme (Core Funded)	11,318	1,359	621	150	588	-	1,101	1,107	245	240	105	200	730	213	400	1,674	3,944	-
Staffing Table Costs	35,324	12,990	9,183	1,026	1,013	1,768	-	1,053	2,222	1,544	2,296	786	2,162	578	1,520	3,980	5,844	349
Other Personnel Costs	14,290	5,694	2,222	1,614	1,555	303	181	59	889	786	1,021	608	898	233	1,079	632	1,845	365
General Expenses	18,740	4,537	2,347	1,129	344	717	127	953	1,470	529	358	545	689	231	671	2,218	1,681	4,731
Total core fund	79,672	24,580	14,373	3,919	3,500	2,788	1,409	3,172	4,826	3,099	3,780	2,139	4,479	1,255	3,670	8,504	13,314	5,445
Specific Projects (SPC Funded)	45,119	4,039	635	2,109	60	1,235	-	294	-	12,582	1,033	11,321	682	481	-	2,762	11,925	-
GRAND TOTAL	124,791	28,619	15,008	6,028	3,560	4,023	1,409	3,466	4,826	15,681	4,813	13,460	5,161	1,736	3,670	11,266	25,239	5,445

Budget Financing	TOTAL	CENTRE					Institutes											HQ Building
	UNU	TOTAL Centre	HQ	CPR	EGOV	ViE	BIOLAC	CRIS	CS	EHS	FLORES	IAS	IIGH	INRA	INWEH	MERIT	WIDER	
Income from Endowment Fund	34,060	14,040	10,952	3,000	88	-	954	-	4,062	241	-	610	3,804	961	-	2,039	5,078	2,271
Cumulative Surplus Carried Forward	9,873	2,833	725	696	1,412	-	455	-	-	-	612	-	476	250	313	3,251	1,521	162
Institutional Fundraising	28,811	7,144	2,696	-	2,000	2,448	-	3,172	764	2,693	3,168	-	-	-	3,357	3,141	5,372	-
Cost Recovery	3,827	563	-	223	-	340	-	-	-	165	-	1,511	199	44	-	73	1,272	-
Other Income	3,101	-	-	-	-	-	-	-	-	-	-	18	-	-	-	-	71	3,012
Total core fund	79,672	24,580	14,373	3,919	3,500	2,788	1,409	3,172	4,826	3,099	3,780	2,139	4,479	1,255	3,670	8,504	13,314	5,445
Total Project Fundraising	45,119	4,039	635	2,109	60	1,235	-	294	-	12,582	1,033	11,321	682	481	-	2,762	11,925	-
GRAND TOTAL	124,791	28,619	15,008	6,028	3,560	4,023	1,409	3,466	4,826	15,681	4,813	13,460	5,161	1,736	3,670	11,266	25,239	5,445

Annex II: Budgetary trends over past biennia

Financing*	B2014-2015	B2016-2017	B2018- 2019	B2020-2021
Estimates	67,013	71,451	67,575	74,111
Actuals#	95,893	89,541	94,111	82,100
Actuals vs Estimates	28,880	18,090	26,536	7,989
%	43%	25%	39%	11%

* Financing refers to income from institutional funding, other income, and project fundraising

Actuals is based on actual income received up to May 2021 plus a projection for the remaining months in 2021

The variances between the actual income and the initially estimated for the past four biennia has decreased from 43 per cent in B2014-2015 to 11 per cent in B2020-2021.

Cumulative Surplus	B2014-2015	B2016-2017	B2018- 2019	B2020-2021
Cumulative Surplus	37,420	49,422	40,813	32,308*
Less: Cumulative Surplus encumbered#	10,896	10,141	11,244	4,931
Cumulative Surplus unencumbered	26,524	39,281	29,569	27,377
Expenditure coverage (months)	10.1	14.8	10.3	8.2

* Cumulative surplus in B2020-2021 is based on the estimated balance as at the end of 2021

Cumulative surplus encumbered refers to the final amount that has been approved to finance the budget

Annex III: Responses to ACABQ recommendations

Para. (ACABQ Report)	Recommendation	UNU's response
6	While acknowledging the decentralized nature of UNU, its prudent approach to budgeting and the progress made in increasing budget accuracy over the recent period, the Advisory Committee encourages the University to further refine the accuracy of its budget projections.	UNU had improved its budget projection accuracy over the past biennium. Variances decreased from 43% in B2014-2015 to 11% in B2020-2021, as shown in Annex II.
10	The Advisory Committee notes the fundraising strategy for the upcoming period and trusts that UNU will increase its fundraising efforts to benefit in particular the institutes which have limited financial resources in order to ensure the sustainability of their operations.	UNU continued to fundraise for projects successfully, contributing to increased project funds of 20.2%, notably from a multi-year project "Transformative Urban Coalitions" for UNU-EHS. (Para 110-112)
12	In view of the fluctuation in the value of the investments, the Advisory Committee welcomes the cautious approach of the University with regard to the use of the income from the endowment fund.	In addition to the reduced withdrawal rate of 4.75%, UNU's withdrawal from the endowment fund is based on cash requirements. It is estimated that only around USD 28 million (84%) of the total budgeted USD 33 million will be withdrawn from the endowment fund for B2020-2021.
13	The Advisory Committee welcomes the information on the financing model for new research operations.	UNU continues to apply the benchmark financing model, as specified in the "Policy and Criteria for the Establishment of UNU Research and Training Centres and Programmes, and Operating Units of the UNU". (Para 99)
14	The Advisory Committee reiterates its recommendation that the UNU Council request the University to continue monitoring the overall level of its reserves (see AC/2018, para. 9).	Through a Memorandum on cumulative surpluses issued by the UNU Rector in April 2021, endowed and non-endowed institutes were requested to invest surpluses over 6 and 8 months respectively into the endowment fund (para 103). UNU closely monitors the level of reserves (cumulative surplus) to ensure that these balances are within the target 6-8 months core expenditure coverage, as shown in Annex II.
17	While noting the decentralized nature of UNU, the Advisory Committee recommends that the University fills the vacant funded posts expeditiously.	As of June 2021, 22 of the current 131 funded positions were vacant, which represents a vacancy rate of 17%. This is comparable to the vacancy rate in November 2019 (18%) mentioned in the last ACABQ report. UNU considers this vacancy rate to be adequate for UNU's intention to transfer academic knowledge in and out of the University (exchange with research partners and institutions) and notes that out of the 22 vacant positions, 18 (82%) are indeed academic and only 10 are currently under recruitment (active vacancy rate of 8%). (Para 82)
18	The Advisory Committee reiterates its expectation that Personnel Service Agreements will be used for the purposes intended and	Information on "The use of the PSA contract modality" is included in Annex VI.

	reiterates its request for the inclusion of information on the Personnel Service Agreements in future budget reports (see AC/1918 para.6 and AC/2018, para. 14).	
19	While welcoming the efforts of UNU toward gender balance, the Advisory Committee recalls that the key criteria for the employment of staff members of the United Nations are contained in article 101 of the United Nations Charter.	UNU’s key criteria for the employment of staff members is stipulated in the UNU Personnel Policy. Article 3, Recruitment, states that “The paramount consideration in the appointment of University personnel shall be the highest standards of efficiency, competence and integrity, with due consideration given to geographical diversity and gender parity”, which is in line with article 101 of the United Nations Charter.
21	The Advisory Committee encourages UNU to share its experience in self-ticketing with other United Nations entities.	The self-ticketing option applied by UNU is also practiced in other United Nations entities. For example, the United Nations Secretariat’s Information Circular on Official Travel (ST/IC/2019/16) includes a provision on self-ticketing for staff and other travellers. (Para 87)

Annex IV: UNU Staffing Table for Estimated B2022-2023

*/ Posts not funded in the budget. To be filled only when additional Voluntary Contributions or Project Fundraising (SPC), have been mobilized to cover the salary and related cost.

**/ Posts funded by SPC

	Number of Posts	Sources of funding			
		Core	SPC **	Total Funded	Not Funded *
UNU CENTRE					
USG Rector	1	1		1	
UNU Headquarters					
Office of the Rector					
ASG Senior Vice-Rector	1	1		1	
D-1 Executive Officer	1	1		1	
P-4 Chief of Staff	1	1		1	
P-5 Senior Legal Officer	1	1		1	
P-3 Programme Officer	1	1		1	
NO-B Administrative Officer	1	1		1	
UNU Council					
NO-B Council and Administrative Officer	1	1		1	
Office of Communications					
P-5 Head of Communications	1	1		1	
P-2 Principal Communications Specialist	1	1		1	
GS-7 Visual Communications Associate	1	1		1	
Campus Computing Centre (C3)					
D-1 Chief of ICT and Director	1	1		1	
P-4 ICT Manager	1	1		1	
GS-5 Senior ICT Operations Engineer	1	1		1	
Administration					
D-2 Director of Administration	1	1		1	
Operations Services (Tokyo)					
NO-B Operation Services Manager	1	1		1	
GS-4 Operation Assistant	2	2		2	
Global Business Services					
Finance and Operations					
NO-D Deputy Director of Administration and Chief Financial Officer	1	1		1	
NO-C Senior Finance Manager	1	1		1	
NO-B Treasurer	1	1		1	
NO-B Senior Accountant	1	1		1	
NO-A Accountant	1	1		1	
NO-A Operations Officer	1	1		1	
GS-6 Finance Associate	3	3		3	
GS-5 Finance Assistant	1	1		1	

Annex IV: UNU Staffing Table for Estimated B2022-2023 (continued)

*/ Posts not funded in the budget. To be filled only when additional Voluntary Contributions or Project Fundraising (SPC), have been mobilized to cover the salary and related cost.

**/ Posts funded by SPC

	Number of Posts	Sources of funding			
		Core	SPC **	Total Funded	Not Funded *
Human Resources					
P-4 Chief, Human Resources	1	1		1	
NO-A Human Resources Officer	1	1		1	
GS-6 Human Resources Associate	1	1		1	
GS-5 Human Resources Assistant	2	2		2	
UNU-Centre Total	33	33	0	33	0
UNU Centre for Policy Research (UNU-CPR)					
D-1 UNU CPR Executive Director	1	0.7	0.3	1	
D-1 Director of Programmes	1	0.7	0.3	1	
P-3 Operations Specialist	1	0.7	0.3	1	
UNU-CPR Total	3	2.1	0.9	3	0
UNU Operating Unit on Policy-Driven Electronic Governance (UNU-EGov)					
D-1 Head of UNU-EGov	1	1		1	
P-4 e-Governance Specialist	1	1		1	
P-3 Programme and Administrative Specialist	1	1		1	
P-2 e-Governance Analyst	1	1			
GS-4 Communications/Admin Assistant	2	2		2	
UNU-EGov Total	6	6	0	6	0
Vice Rectorate in Europe (UNU-ViE)					
P-4 Head of Communications	1	1		1	
P-3 Academic Officer (PACET)	1		1	1	
P-3 Finance and Administrative Officer	1	1		1	
P-2 Head of Executive Office	1	1		1	
P-2 Partnership, Fund Raising and Liaison Officer	1		1	1	
P-2 Associate Academic Officer	3		1	1	2
GS-7 Senior Systems Administrator	1	1		1	
GS-6 Finance Associate	1	1		1	
GS-6 Human Resources & Operations Associate	1	1		1	
GS-6 Communications Associate	1	1		1	
GS-4 Operation Assistant	1			0	1
GS-4 ICT Assistant	1			0	1
GS-5 Systems Administrator	1	1		1	
UNU-ViE Total	15	8	3	11	4
UNU Programme on Comparative Regional Integration Studies (UNU-CRIS)					
D-1 Director	1	1		1	
P-4 Senior Researcher	2	2		2	
UNU-CRIS Total	3	3	0	3	0

Annex IV: UNU Staffing Table for Estimated B2022-2023 (continued)

*/ Posts not funded in the budget. To be filled only when additional Voluntary Contributions or Project Fundraising (SPC), have been mobilized to cover the salary and related cost.

**/ Posts funded by SPC

	Number of Posts	Sources of funding			
		Core	SPC **	Total Funded	Not Funded *
UNU Institute in Macau					
D-1 Director	1	1		1	
P-4 Head of Research	1	1		1	
P-3 Senior Research Officer	2	2		2	
P-2 Operations Analyst	1	1		1	
NO-A Programme and Administrative Officer	1	1		1	
GS-6 Finance Assistant	1	1		1	
UNU in Macau Total	7	7	0	7	0
UNU Environment and Human Security (UNU-EHS)					
D-1 Director	1	1		1	
P-5 Deputy Director/Head of EVES	1	1		1	
P-4 Academic Specialist (Head of GLOMOS, Bonn)	1		1	1	
P-4 Academic Specialist (Head of GLOMOS, Bolzano)	1		1	1	
P-3 Academic Officer (Head of VARMAP)	1	1		1	
P-3 Academic Officer (Section Head - Migration & Env)	1	1		1	
P-3 Academic Officer (Section Head- MCII)	1		1	1	
P-3 Academic Officer (TUC)	1		1	1	
P-3 Academic Officer	2		2	2	
P-3 Academic Officer ICB	1			0	1
P-2 Associate Academic Officer	11		4	4	7
P-2 Programme Analyst (Associate Programme Support C	1				1
GS-7 Education Associate	1	1		1	
GS-6 Programme Associate	2	1.8	0.2	2	
GS-6 Research Associate	1		1	1	
GS-5 Programme Associate (TUC and MCII)	2		1	1	1
UNU-EHS Total	29	6.8	12.2	19	10
UNU Institute for Integrated Management of Material Fluxes and of Resources (UNU-FLORES)					
D-1 Director	1	1		1	
P-4 Head of Research Programme	1	1		1	
P-3 Academic Officer	5	5		5	
P-2 Partnerships & Liaison Officer	1	1		1	
P-2 Associate Programme Officer KlimaKonform	1	1		1	
P-2 Associate Programme Officer SMART-WaterDomain	1	0.5	0.5	1	
NO-A Finance and Administrative Officer	1	1		1	
GS-6 Administrative Associate	1	1		1	
UNU-FLORES Total	12	11.5	0.5	12	0

Annex IV: UNU Staffing Table for Estimated B2022-2023 (continued)

*/ Posts not funded in the budget. To be filled only when additional Voluntary Contributions or Project Fundraising (SPC), have been mobilized to cover the salary and related cost.

**/ Posts funded by SPC

	Number of Posts	Sources of funding			
		Core	SPC **	Total Funded	Not Funded *
UNU Institute for the Advanced Study of Sustainability (UNU-IAS)					
D-1 Director	1		1	1	
P-5 Senior Academic Programme Officer	1		1	1	
P-4 Academic Programme Officer	1		1	1	
P-3 Strategy and Knowledge Mangement Specialist	1	1		1	
NOD Head of Programme & Administration (secondments)	2		2	2	
NO-B Finance and Administrative Analyst	1	1		1	
NO-B Programme Coordinator - BDS (Secondment - MOE)	1			0	1
NO-B Programme Coordinator - IVE	1			0	1
NO-B Programme Coordinator - SMO/IVE (Secondment - M)	1		1	1	
NO-A Programme Coordinator - SMO/GEOC	1		1	1	
GS-4 HR Associate	1	1		1	
GS-4 Liaison Coordinator (OUIK)	1		1	1	
GS-4 Special Assistant to Director (DO)	1		1	1	
GS-4 Administrative Associate (PDT)	1		1	1	
UNU-IAS Total	15	3	10	13	2
UNU International Institute for Global Health (UNU-IIGH)					
D-1 Director	1	1		1	
P-5 Senior Research Fellow	1	1		1	
P-4 Research Fellow Pillar Lead 1 and 3	2	2		2	
P-3 Research Fellow	1	1		1	
P-3 Research Fellow	1		1	1	
NOC Operations Manager	1	1		1	
NO-A Programme Officer	1	1		1	
NO-A Programme Officer	1		1	1	
GS-5 Finance Assistant	1	1		1	
GS-4 Operations & Programme Assistant	1	1		1	
GS-3 Driver cum General Services Assistant	1	1		1	
UNU-IIGH Total	12	10	2	12	0
UNU Institute for Natural Resources in Africa (UNU-INRA)					
D-2 Director	1	0.5	0.5	1	
GS-4 Liaison Clerk	1	1		1	
UNU-INRA Total	2	1.5	0.5	2	0

Annex IV: UNU Staffing Table for Estimated B2022-2023 (continued)

*/ Posts not funded in the budget. To be filled only when additional Voluntary Contributions or Project Fundraising (SPC), have been mobilized to cover the salary and related cost.

**/ Posts funded by SPC

	Number of Posts	Sources of funding			
		Core	SPC **	Total Funded	Not Funded *
UNU International Network on Water, Environment and Health (UNU-INWEH)					
D-1 Director	1	1		1	
P-5 Assistant Director	1	1		1	
NO-B Finance Officer	1	1		1	
GS-6 Executive Associate & HR Coordinator	1	1		1	
UNU-INWEH Total	4	4	0	4	0
UNU Maastricht Economic and Social Research and Training Centre on Innovation and Technology (UNU-MERIT)					
D-1 Director	1	1		1	
P-5 Deputy Director	1	0.9	0.1	1	
P-5 Senior Research Fellow	1	1		1	
P-5 Research Fellow-Development Po	1	1		1	
P-4 Research Fellow	1	0.7	0.3	1	
P-3 Research Fellow	5	5		5	
P-3 Chief, Administrative & Programme Services	1	1		1	
P-3 Head Communications	1	1		1	
UNU-MERIT Total	12	11.5	0.5	12	0

Annex IV: UNU Staffing Table for Estimated B2022-2023 (continued)

*/ Posts not funded in the budget. To be filled only when additional Voluntary Contributions or Project Fundraising (SPC), have been mobilized to cover the salary and related cost.

**/ Posts funded by SPC

	Number of Posts	Sources of funding			
		Core	SPC **	Total Funded	Not Funded *
UNU World Institute for Development Economics Research (UNU-WIDER)					
D-2 Director	1	0.9	0.1	1	
D-1 Deputy Director/Principal Research Fellow	1				1
P-5 Senior Research Fellow	2	1.8	0.2	2	
P-5 Chief Administrative and Programme Services	1	1		1	
P-4 Research Fellow	2	1	1	2	
P-3 Research Fellow	1	0.5	0.5	1	
P-3 Research Fellow	1	0	1	1	
P-3 Partnerships & Programme Officer	1	0.9	0.1	1	
P-2 Research Fellow	3		3	3	
P-2 Associate Communication Officer	1	1		1	
P-2 Associate Programme Officer	2		2	2	
P-2 Associate IT Officer	1	1		1	
P-2 Associate MEL Officer	1	1		1	
P-2 Associate Administrative Officer	1	1		1	
P-2 Associate HR Officer	1	1		1	
GS-7 Team Lead- Information Systems Associate	1	1		1	
GS-7 Computer Information Systems Associate	1	1		1	
GS-7 Editorial and Publishing Associate	1	1		1	
GS-7 Administrative and Procurement Associate	1	1		1	
GS-7 Executive Associate	1	1		1	
GS-6 Contracts Associate	1	1		1	
GS-6 Project Associate	1	1		1	
GS-6 Library and Information Associate	1	1		1	
GS-6 Human Resources Associate	1	1		1	
GS-6 Finance Associate	1	1		1	
GS-6 Design Associate and Webmaster	1	1		1	
GS-6 Publications Associate	1	1		1	
GS-6 Admin Associate	1	1		1	
GS-6 Project Associate	1	1		1	
GS-5 Finance Assistant	1	1		1	
GS-5 Administrative Assistant	1	1		1	
UNU-WIDER Total	36	27	8	35	1
UNU Headquarters Building					
NO-B Conference and Facilities Manager	1	1		1	
NO-B Security and EMS Officer	1	1		1	
UNU Headquarters Building Total	2	2	0	2	0
UNU Total	191	136.5	37.5	174	17

Annex V: UNU Staffing Table Comparison of Funded Posts Between Initial B2020-2021 and Estimated B2022-2023 By Location and Level

UNU-	Total staff	Total N, P & above	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	NO-D	NO-C	NO-B	NO-A	TOTAL GS	GS-7	GS-6	GS-5	GS-4	GS-3	GS-2
CENTRE HQ																					
2020-2021	33	22	1	1	1	3	1	4		1	1	1	5	3	11		5	4	2		
2022-2023	33	22	1	1	1	2	2	3	1	1	1	1	5	3	11	1	4	4	2		
Variance	0	0	0	0	0	-1	1	-1	1	0	0	0	0	0	0	1	-1	0	0	0	0
CPR																					
2020-2021	5	5				1	1	1	1	1					0						
2022-2023	3	3				2			1						0						
Variance	-2	-2	0	0	0	1	-1	-1	0	-1	0	0	0	0	0	0	0	0	0	0	0
eGov																					
2020-2021	5	3					1	1	1						2				2		
2022-2023	6	4				1		1	1	1					2				2		
Variance	1	1	0	0	0	1	-1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
ViE																					
2020-2021	11	5							3	2					6	1	4	1			
2022-2023	11	6						1	2	3					5	1	3	1			
Variance	0	1	0	0	0	0	0	1	-1	1	0	0	0	0	-1	0	-1	0	0	0	0
CRIS																					
2020-2021	1	1				1									0						
2022-2023	3	3				1		2							0						
Variance	2	2	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
UNU in Macau																					
2020-2021	6	5				1		1	2					1	1			1			
2022-2023	7	6				1		1	2	1				1	1		1				
Variance	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	-1	0	0	0
EHS																					
2020-2021	13	9			0	1			4	4					4		4				
2022-2023	19	14				1	1	2	6	4					5	1	3	1			
Variance	6	5	0	0	0	0	1	2	2	0	0	0	0	0	1	1	-1	1	0	0	0
FLORES																					
2020-2021	10	8				1			5	1				1	2		2				
2022-2023	12	11				1		1	5	3				1	1		1				
Variance	2	3	0	0	0	0	0	1	0	2	0	0	0	0	-1	0	-1	0	0	0	0
IAS																					
2020-2021	9	7				1		2	1	1			1	1	2				2		
2022-2023	13	9				1	1	1	1		2		2	1	4				4		
Variance	4	2	0	0	0	0	1	-1	0	-1	2	0	1	0	2	0	0	0	2	0	0
IIGH																					
2020-2021	15	7				1	1	2	1					2	8	1		4	2	1	
2022-2023	12	9				1	1	2	2			1		2	3			1	1	1	
Variance	-3	2	0	0	0	0	0	0	1	0	0	1	0	0	-5	-1	0	-3	-1	0	0
INRA																					
2020-2021	3	2				1						1			1				1		
2022-2023	2	1				1									1				1		
Variance	-1	-1	0	0	0	0	0	0	0	0	0	-1	0	0	0	0	0	0	0	0	0
INWEH																					
2020-2021	5	4				1	1	1					1		1			1			
2022-2023	4	3				1	1						1		1			1			
Variance	-1	-1	0	0	0	0	0	-1	0	0	0	0	0	0	0	0	0	0	0	0	0
IRADDA																					
2020-2021	1	1				1									0						
2022-2023	0	0													0						
Variance	-1	-1	0	0	0	-1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MERIT																					
2020-2021	9	9				1	2	3	3						0						
2022-2023	12	12				1	3	1	7						0						
Variance	3	3	0	0	0	0	1	-2	4	0	0	0	0	0	0	0	0	0	0	0	0
WIDER																					
2020-2021	32	17			1	1	3	4	4	4					15	5	8	2			
2022-2023	35	19			1		3	2	3	10					16	5	9	2			
Variance	3	2	0	0	0	-1	0	-2	-1	6	0	0	0	0	1	0	1	0	0	0	0
HQ's Bldg																					
2020-2021	1	1											1		0						
2022-2023	2	2											2		0						
Variance	1	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Total																					
2020-2021	159	106	1	1	3	14	10	19	25	14	1	2	8	8	53	7	24	12	9	1	0
2022-2023	174	124	1	1	3	13	12	17	31	23	3	2	10	8	50	8	22	9	10	1	0
Variance	15	18	0	0	0	-1	2	-2	6	9	2	0	2	0	-3	1	-2	-3	1	0	0

Annex VI: The use of the PSA contract modality

The primary purpose of the PSA contract modality is to provide personnel at different stages of their career with the opportunity to use their experience in the areas of interest to the UNU and work in the context of an international organization. The services of personnel engaged under a PSA will normally correspond to the duration of the programme, project, or administrative tasks for which the services are required. Project durations are typically 2 to 4 years. The maximum duration under the PSA contract modality is six years. However, as PSAs typically work on a specific project and then move on to another university or research institution, there is a yearly turnover of about 22 per cent and those PSA holders separate on average after 32 months with UNU.

Rate of turnover of PSA holders and average months on PSA for separated persons

Year	2016	2017	2018	2019	2020
Headcount, end of year	204	214	207	218	229*
Headcount (end of yr + separated)	255	273	284	281	287
Separated PSA as of Dec	51	59	77	63	58
Rate of turnover	20%	22%	27%	22%	20%
Separated PSAs average months on PSA contract	30	33	31	32	35

32 months

*Due to the COVID-19 pandemic personnel turnover declined slightly.

2 yrs, 8 mos

Once the assignment is over, it is expected that former PSA holders will put into practice their newly acquired skills and have a widened perspective of working in an international environment. Former PSA holders are expected to serve in their home countries' academic institutions, bilateral assistance programmes, with other United Nations entities, non-governmental organizations, or the private sector.

In addition, the nature of UNU's work as a think tank for the United Nations, means that the University encourages the transfer of academic knowledge and networks in and out of UNU and a wide range of partner universities and research institutions. The PSA modality is therefore seen as an enabling, agile contract that facilitates this exchange of knowledge.