



Council of the United Nations University
Eightieth Session
30 November – 1 December 2023
Bonn, Germany

UNU Work Programme and Budget Estimates for the Biennium 2024- 2025

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List of Abbreviations and Acronyms

ADB	Asian Development Bank	EU	European Union
AERC	African Economic Research Consortium	EVES	Environmental Vulnerability and Ecosystem Services
AfDB	African Development Bank	FAO	Food and Agriculture Organization of the United Nations
AFOLU	Transition Towards Land-based Ecosystems Management	FAST	Urban Futures and Sustainability Transformation
AI	Artificial Intelligence	GAR	UN Global Assessment Report on Disaster Risk Reduction
ASG	Assistant Secretary General	GCIC	Ghana Climate Innovation Center
ASM	Artisanal Mining	GCNJ	Global Compact Network Japan
B2010-2011	2010-2011 Biennium	GEF	Global Environment Facility
B2012-2013	2012-2013 Biennium	GEOC	Global Environmental Outreach Centre
B2014-2015	2014-2015 Biennium	GHG	Greenhouse Gas
B2016-2017	2016-2017 Biennium	GIS	Geographical Information Systems
B2018-2019	2018-2019 Biennium	GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
B2020-2021	2020-2021 Biennium	GLOMOS	Global Mountain Safeguard Research
B2024-2025	2024-2025 Biennium	GLTP	Global Leadership Training Programme
BMBF	German Federal Ministry of Education and Research	GMS	Greater Mekong Subregion
BMUB	German Federal Ministry for Environment, Nature Conservation and Nuclear Safety	GRAF	Global Risk Assessment Framework
BMZ	German Federal Ministry for Economic Cooperation and Development	GRIPP	Groundwater Solutions Initiatives for Policy and Practice
c/f	Carried Forward	GWP	Global Water Partnership
C3	UNU Campus Computing Centre	HLCP	High-Level Committee on Programmes
CBD	Convention on Biological Diversity	HLPF	High-Level Political Forum on Sustainable Development
CEB	United Nations System Chief Executives Board	IADB	Inter-American Development Bank
CI4SD	Comprehensive Innovation for Sustainable Development Teams	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
CRA	College of Research Associates	ICEGOV	International Conference on Theory and Practice of Electronic Governance
CTC	Consultant Contracts	ICGEB	International Centre for Genetic Engineering and Biotechnology
DEIP	Design and Evaluation of Innovation Policies	ICT	Information and communications technology
DPO	United Nations Department of Peacekeeping Operations	IDEA	Instituto de Estudios Avanzados
ECOSOC	United Nations Economic and Social Council	IFAD	International Fund for Agricultural Development
EL-CSID	European Leadership in Cultural, Science and Innovation Diplomacy	IFRC	International Federation of Red Cross and Red Crescent Societies
EMIC	Environment and Migration: Interactions and Choices Section	IGES	Institute for Global Environmental Strategies
EPRM	Evidence Based Policy Research Methods	IIASA	International Institute for Applied Systems Analysis
EQUALS-EU	Europe's Regional Partnership for Gender Equality in the Digital Age	IKI	International Climate Initiative
ERP	Enterprise Resources Planning	ILO	International Labour Organization
ESD	Education for Sustainable Development	IMF	International Monetary Fund
ESG	Environmental, Social and Governance	IOM	International Organization for Migration
		ICSC	International Civil Service Commission

IPBES	Intergovernmental Platform on Biodiversity and Ecosystem Services	STI	Science, Technology and Innovation
IPCC	Intergovernmental Panel on Climate Change	TU Dresden	Technische Universität Dresden
IPSI	International Partnership for the Satoyama Initiative	TUC	Transformative Urban Coalitions
ITU	International Telecommunication Union	UN	United Nations
IUCN	International Union for Conservation of Nature	UN DESA	United Nations Department of Economic and Social Affairs
IWMI	International Water Management Institute	UN DPPA	United Nations Department of Political and Peacebuilding Affairs
LDC	Least Developed Country	UN ECLAC	United Nations Economic Commission for Latin America and the Caribbean
LMIC	Low and Middle-income Country	UN EMG	United Nations Environment Management Group
LSE	London School of Economics and Political Science	UN ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
LSHTM	London School of Hygiene & Tropical Medicine	UN ESCWA	United Nations Economic and Social Commission for Western Asia
MCII	Munich Climate Insurance Initiative	UN LDC5	Fifth United Nations Conference on the Least Developed Countries
MEAC	Managing Exits from Armed Conflict (UNU-CPR's project)	UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs
MEXT	Ministry of Education, Culture, Sports, Science and Technology	UN PBSO	United Nations Peacebuilding Support Office
MOEJ	Ministry of the Environment, Japan	UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
MOFA	Ministry of Foreign Affairs of Japan	UNCCD	United Nations Convention to Combat Desertification
NBSAPs	National Biodiversity Strategies and Action Plans	UNCT	United Nations Country Team
NDC	Nationally Determined Contribution	UNCTAD	United Nations Conference on Trade and Development
NGO	Non-Governmental Organization	UNDESA	United Nations Department of Economic and Social Affairs
NRM	Natural Resource Management	UNDP	United Nations Development Programme
OC	UNU Office of Communications	UNDRR	United Nations Office for Disaster Risk Reduction
OECD	Organisation for Economic Co-operation and Development	UNECA	United Nations Economic Commission for Africa
OHCHR	Office of the United Nations High Commissioner for Human Rights	UNECE	United Nations Economic Commission for Europe
OU	Operating Unit	UNECLAC	United Nations Economic Commission for Latin America and the Caribbean
PACET	Pan-African Cooperation and Educational Technologies	UNEOSG	United Nations Executive Office of the Secretary-General
PEDRR	Partnership for Ecosystems and Disaster Risk Reduction	UNEP	United Nations Environment Programme
ProSPER.Net	Promotion of Sustainability in Postgraduate Education and Research Network	UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
PSA	Personnel Service Agreement	UNESCO	United Nations Educational, Scientific and Cultural Organization
PSS	Policy Support System	UNESCO-IHE	IHE Delft Institute for Water Education
RCE	Regional Centre of Expertise	UNESCO-IHS	UNESCO-Institute for Housing and Urban Development Studies
RIKS	Regional Integration Knowledge System	UNESCWA	United Nations Economic and Social Commission for Western Asia
RTC	Regional Training Centre	UNFCCC	United Nations Framework Convention on Climate Change
SAR	Special Administrative Region	UNFPA	United Nations Population Fund
SA-TIED	South Africa – Towards Inclusive Economic Development	UN-HABITAT	United Nations Human Settlements Programme
SCYCLE	Sustainable Cycles	UNHCR	United Nations High Commissioner for Refugees
SDG	Sustainable Development Goal	UNIC	United Nations Information Centres
SLM	Sustainable Land Management	UNICEF	United Nations Children's Fund
SNV	Netherlands Development Organisation		
SPC	Project Fundraising/ Specific Project Contribution		
SRS	Special Representative of the Secretary-General		

UNIDO	United Nations Industrial Development Organization	WB	World Bank
UNIDR	United Nations Institute for Disarmament Research	WFP	World Food Programme
UNITAR	United Nations Institute for Training and Research	WHO	World Health Organization
UN-OHRLLS	United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States	WIPO	World Intellectual Property Organization
		WiSE	Well-being, Sustainability and Equity
UNODC	United Nations Office on Drugs and Crimes	WLC	Water Learning Centre
UNOPS	United Nations Office for Project Services	WMO	World Meteorological Organization
UN-SPIDER	United Nations Platform for Space-based Information for Disaster Management and Emergency Response	WPRO	Western Pacific Regional Office
		WTO	World Trade Organization
UNU	United Nations University		
UNU Centre	United Nations University Centre		
UNUEF	UNU Endowment Fund		
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-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		
UNWTO	World Tourism Organization		
USD	United States Dollar		
VARMAP	Vulnerability Assessment, Risk Management and Adaptive Planning		
VUB	Vrije Universiteit Brussel		
VVN	United Nations Association Flanders Belgium		
WASAG	Global Framework for Action against Water Scarcity		
WASP	World Adaptation Science Programme		

I. Overview of the Work Programme and Budget for B2024-2025

1. The United Nations University (UNU) operates as a decentralized system of 13 policy-oriented think tanks, each researching specific themes in support of the purposes and principles of the Charter of the United Nations.
2. As a knowledge partner within the United Nations system, UNU connects diverse international stakeholders and shares 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, ensuring that policy works for people, locally and globally. UNU also promotes knowledge exchange between the Global North and the Global South, as well as among partners and stakeholders in the Global South through education and capacity building programmes and networks. UNU is expanding its partnerships and networks, strengthening its role as a bridge builder between academia and policy makers.
3. The resources available to carry out research, policy advisory services, specialized teaching programmes, and other 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 could only commit 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).
4. UNU institutes without significant endowments are reliant primarily on institutional fundraising and project 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, has urged caution in considering the creation of additional UNU entities unless host authorities make available significant endowment funding.¹
5. UNU's prudent approach to financial management have helped it to operate smoothly through unpredictable times. The overall picture remains one of relative stability, despite the fact that several donors' priorities have shifted in response to global conflicts and post-pandemic economic conditions. After a budgetary increase of around 10% in the prior biennium, based in part on increased activities through use of surpluses accumulated during the pandemic, UNU is now returning close to the budgetary levels seen in B2020-B2021.
6. UNU is well-placed to execute its programming in the 2024-2025 biennium. The income projections for B2024-2025, 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 B2024-2025 consequently represent the lowest reasonable estimates based on information available at the time of budgeting.
7. UNU's work remains in demand from donors and other stakeholders, even though some key institutional donors have shifted focus from international organizations and development research to global conflicts. In B2024-2025, income estimates for project-based fundraising are expected to decrease by 18.2 per cent (USD 8.2 million), while institutional fundraising (for core operations) is expected to decrease by 17.2 per cent (USD 4.9 million). UNU expects to receive additional contributions throughout the 2024-2025 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 B2024-2025, USD 113.6 million, represents a 9.6 per cent decrease over the initial estimate presented for UNU's B2022-2023 budget.
8. The B2024-2025 budget estimates include USD 45.4 million earmarked for academic programmes and projects, a 19.6 per cent decrease over initial B2022-2023 estimates, and USD 24.9 million for associated personnel costs, a 0.8 per cent reduction. Staff posts are increasing from 174 to 190 due

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*. The policy was revised at the 71st session in Rome, Italy, in May 2019.

mainly to a shift from contracted personnel to UN staff posts for key administrative personnel at UNU-HQ, UNU-VIE, UNU-CRIS, and UNU-EHS. The University continues to benefit from the use of project-specific specialists, 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 stakeholders with UNU's work.²
10. Pursuant to the UNU Charter, in July 2022, following an extensive international search process, the United Nations Secretary-General, in consultation with the Director-General of UNESCO, appointed Professor Tshilidzi Marwala of South Africa as the seventh Rector of UNU. Prof. Marwala began his term as UNU Rector on 1 March 2023.
11. Rector Marwala is an artificial intelligence (AI) scholar with multi-disciplinary research interests that include the theory and application of AI to engineering, computer science, finance, social science, and medicine. In August 2023, the Secretary-General appointed the Rector to his newly established Scientific Advisory, gathering seven lead scientists from among the UN system and seven eminent external academics. Prior to joining UNU, Rector Marwala served as the Vice-Chancellor and Principal of the University of Johannesburg. He has an extensive track record in human capacity development and is committed to leveraging technology and global connectedness for the pursuit of the Sustainable Development Goals.
12. The B2024-2025 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 B2024-2025

13. The University will maintain a conservative approach to budgeting and spending in the 2024-2025 biennium.
14. The University's work programme and budget for B2024–2025 includes the final year of the 2020-2024 UNU Strategic Plan, which emphasizes the policy orientation of UNU research, prioritizing the policy needs of the United Nations and its Member States. The 2020-2024 UNU Strategic Plan comprises three principal themes for UNU's research programme: peace and security; social change and economic development; and environment, climate, and energy.
15. Under the leadership of Rector Marwala, UNU is developing the next five-year UNU Strategic Plan (2025-2029). In June 2023, the UNU Council welcomed three key objectives suggested by the Rector: 1) increasing UNU's visibility; 2) strengthening UNU's capacity for research and education; and 3) expanding through collaboration, especially in the Global South. The strategy will be further detailed throughout 2023-2024, benefitting from consultations with the UNU Council and the Directors of UNU Institutes. The 2024-2025 budget will be reviewed and updated as needed at the appropriate time in light of 2025-2029 Strategic Plan.
16. The new Rector's term coincides with important global developments in Artificial Intelligence (AI). As an AI expert and a member of the newly established International Scientific Advisory Board of the

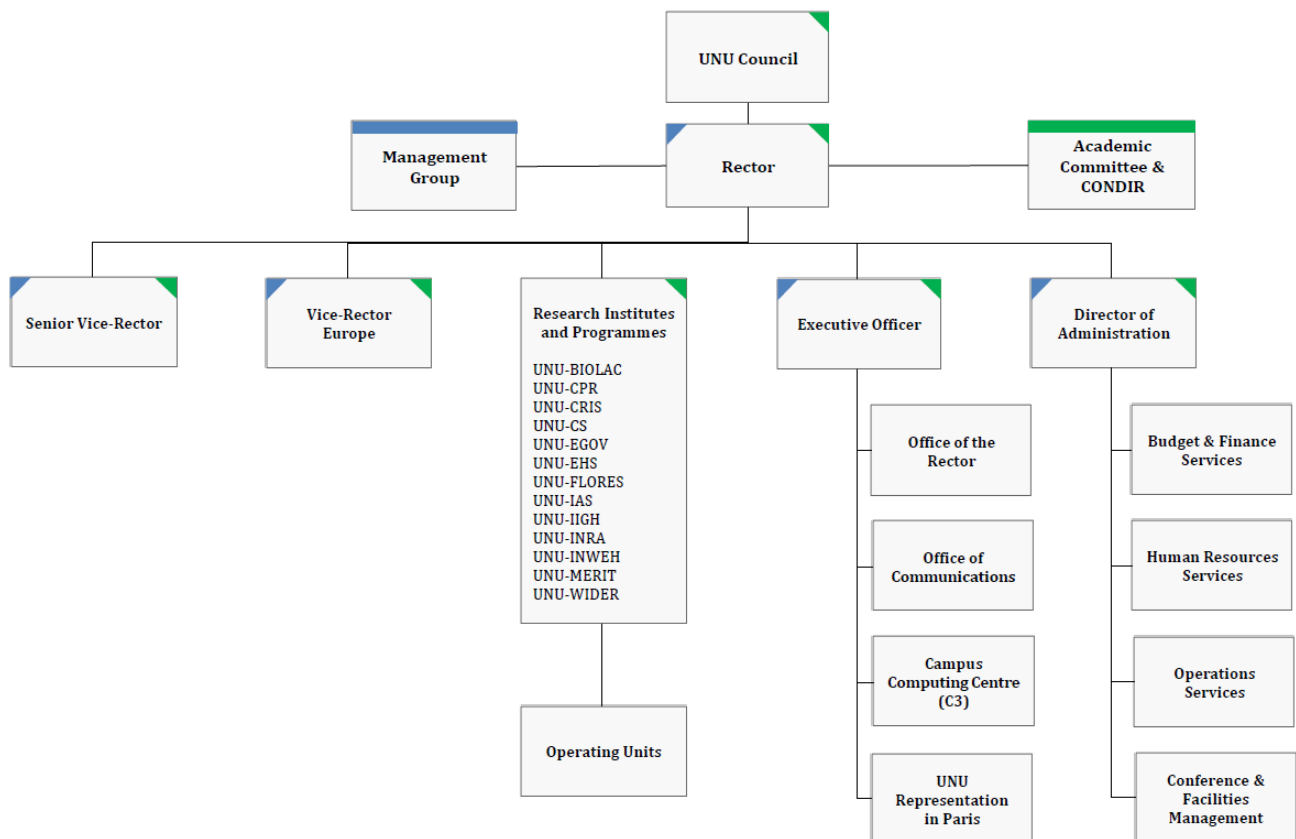
² Institute Advisory Committees/Boards are advisory in nature, whereas the UNU Council approves the work programme and adopts the budget of the University, in line with the UNU Charter, Art. IV para. 4 (d).

United Nations Secretary-General, the Rector will expand UNU's partnerships with relevant academic circles, assist UN Member States with policy guidance, and collaborate with other UN entities on pressing AI issues. UNU is also in the advanced stages of discussion with the Government of Italy regarding the establishment of the UNU Institute in Bologna focused on Artificial Intelligence – the biennium budget will be revised accordingly following the completion of the relevant Agreements.

17. In line with administrative initiatives launched by the United Nations Secretary-General, UNU will continue to support organisational change in B2024-2025 addressing disability inclusion, workplace conduct, staff wellbeing and mental health, and gender-sensitive behavior. Investing in a dynamic, inclusive, and diverse institutional culture will remain a central priority for the University.
18. UNU will continue to encourage innovation in all aspects of its work. The B2024–2025 work programme and budget maintain the “programme development and innovation fund” that provides resources for institutes to nurture innovative academic, technical, and partnership initiatives.
19. The overall UNU personnel complement has reached 63 per cent female representation. Forty-six per cent of UNU Institute Directors are female, and UNU first reached gender parity at senior levels (D2-P5) before the end of 2020. Efforts will continue to maintain gender parity at those levels while focusing on approaching parity across all levels. 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 B2022-2023, following the goals set out in UNU's 2020-2024 Gender Action Plan.
20. 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.
21. While UNU will remain a federalized system of academic institutes, the University will continue to strengthen collaboration and coordination among institutes and through thematic networks. Emphasis will be placed on strengthening UNU's visibility by bolstering communications outputs, including through UNU's integrated website.

II. Organization of the United Nations University B2024-2025

UNU Organizational Chart



Governance

UNU Council

22. 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.
23. 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.
24. 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.
25. 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 (nine female and seven male members). In May 2025, six new members will join the UNU Council.

UNU Centre

26. The global UNU system is coordinated by UNU Centre, comprising the Office of the Rector and UNU-VIE, UNU Administration, the Office of Communications (OC), the Campus Computing Centre (C3), and UNU's office at UNESCO. UNU Centre also includes the Centre for Policy Research (UNU-CPR) and the Operating Unit on Policy Driven Electronic Governance (UNU-EGOV).

Office of the Rector

27. 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.
28. 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.
29. 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.
30. The Executive Officer, together with a part-time representative, will operate from UNESCO, Paris, to support the Rector early in his term with institutional development and strategy initiatives in the region and strengthen synergies with UNESCO, the UN's leading entity on education and generator of important global AI initiatives.

Management Group

31. 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, the Executive Officer, and a rotating group of three Directors of UNU Institutes. The Group meets on a regular basis to review developments, assess new initiatives, and to evaluate the evolving needs of the University.

Biennium

32. The Senior Vice-Rector in Japan 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.
33. UNU operates a Vice-Rectorate in Europe (UNU-VIE), located in Bonn, Germany. Established in May 2007, UNU-VIE is fully funded by the German Government and strengthens the presence of UNU in Europe. The Vice-Rectorate supports the institutional development of UNU, facilitates collaboration across the University and within 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, and with other important local and regional stakeholders. The Vice-Rectorate also devotes time to UNU's funding relationships with the European Union. UNU-VIE also conducts research into UN priority areas, such as the water-energy-food nexus, youth, women, and entrepreneurship, and administers capacity building programmes, including the UNFCCC – UNU Early Career Climate Fellowship Programme.

Administration

34. The UNU Administration provides services related to budget and finance, human resources, procurement, travel, 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 including the production of financial statements, coordinating the Board of Auditors financial audit, managing the treasury system, and budget reporting to the UNU Council.
35. The UNU Administration provides multi-function operational 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.

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 deals with the scientific necessities of the region through capacity-building activities in partnership with international academic institutions specialized in biotechnology. 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 Simón Bolívar University.

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

39. UNU-CPR is a think tank within the United Nations that carries out policy-focused research and capacity building on issues of strategic interest and importance to the UN and its Member States. The Centre prioritizes urgent policy needs requiring innovative, practical solutions oriented toward immediate implementation. The Centre offers deep knowledge of the multilateral system and an extensive network of partners in and outside of the United Nations. With offices in New York and Geneva, on-the-ground research activities in Latin America, the Middle East, Asia, Australia and Africa, and a wide range of partnerships in the Global South and beyond, UNU-CPR is a global think tank designed for networked solutions.

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. United Nations University Institute in Macau conducts research and training at the intersection of digital technology and sustainable development, addressing the pressing challenges of the 2030 Agenda for Sustainable Development 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 leaders in the field of ICT for development. The Institute is the only UN entity in the Greater Bay Area, where technological innovations have played an integral part in driving development, providing an exciting opportunity for researchers to maximize the impact of their work.

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

42. UNU-EGOV supports the transformation of governance mechanism through digital technologies. It is focused on the intersection of governance, technology, and development. The Operating Unit conducts research; translates research into policy instruments; and builds capacity by applying such instruments in the United Nations System, Member States, and other intergovernmental organizations. UNU-EGOV is hosted by the University of Minho and 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 by uniting science, policy, and practice. The Institute conducts cutting-edge research on risk and adaptation to shape scientific and policy 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. UNU-EHS offers the joint Master of Science degree programme with the University of Bonn, "The Geography of Environmental Risks and Human Security", and is also engaged in capacity building through the UNFCCC – UNU Early Career Climate Fellowship Programme in cooperation with UNU-VIE and UNFCCC.

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 and innovation development, education and capacity development, and outreach, advocacy and impact to advance the Resource Nexus. An important pillar is the doctoral programme NEXtra “Resource Nexus for Sustainability Transformations” in cooperation with UN-DCO.

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.
46. 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

47. 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. 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

48. 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.
49. 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

50. 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 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 with the aim of promoting sustainable and equitable development for all. We are based in Helsinki, Finland, but operate globally and within the United Nations system through partnerships and a network of experts. The Institute 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 UN agency we are able to create impact across these diverse networks. Our 2024–27 work programme will harness research and evidence to address the three most pressing development challenges of our times, which will define the course of progress towards sustainable development in the decades to come: (i) enabling just energy transitions to reduce human-induced global warming, (ii) building sustainable peace in conflict-affected societies, and (iii) reducing persistent inequalities across and within countries in material and non-material dimensions. One unique feature and a distinct comparative advantage of UNU-WIDER is the combination of high-level research in its core programme with in-depth in-country programme engagement that facilitates the sharing of knowledge about development policy between developing regions.

III. Budget of the United Nations University B2024-2025

Overview

53. The biennium budget is aligned with the thematic and strategic priorities outlined in the 2020-2024 UNU Strategic Plan to ensure the University is well-positioned to provide thought-leadership and policy support. It represents the comprehensive and integrated financial framework, presenting the resources required to deliver on the work programmes and institutional objectives. When the 2025-2029 Strategic Plan is finalized (in mid-2024), the biennium budget for 2024-2025 will be reviewed and updated as needed.
54. UNU's budget proposal for 2024-2025 is the first since WHO declared COVID-19 pandemic was no longer a global emergency. The budget is presented at a time following global inflation precipitated by COVID-19, global supply chain crises, and the war in Ukraine. Additionally, the US dollar has strengthened against most other currencies. These global trends, in addition to other factors, are projected to impact UNU's estimated income for the B2024-2025.
55. The estimated budget for B2024-2025 is USD 113.6 million, which is 9.6 per cent lower than the current biennium. The following factors account for this decline:
 - (i) Shifting government priorities: some governments that UNU relies on for funding have redirected or reduced their development aid budgets in response to the ongoing war in Ukraine or in response to domestic policies. The impact of this is reduced funding, mainly project fundraising in a number of institutes.
 - (ii) Strengthening US dollar: The strengthening dollar against most currencies, especially the Euro and Yen, results in lower income upon conversion to the USD, despite the local currency contribution remaining almost unchanged from previous years. The situation is particularly stark in Japan where the Yen has devalued by almost 26% since March 2022. The impact of this is mainly reflected in reduced Institutional funding to institutes in Europe and Japan.
 - (iii) Prudent budgeting: The UNU budget for estimated income from project fundraising is formulated with prudence and estimates are grounded on assured funding. Thus, although a number of projects end in 2023, projections for replacement funding is not included in the budget despite the negotiations being at an advanced stage. Once assured, this funding will be incorporated in the budget revisions throughout the biennium.
56. The proposed budget is estimated with prudence based on multiyear agreements and signed donor commitments. B2024-2025 portrays the lowest income and expenditure estimates, drawing from the latest available information upon the issuance of this document, as it is a voluntarily funded organization.
57. The University remains steadfast in its resource mobilization efforts from all sources, including from the private sector. The proposed 2024-2025 budget utilizes cumulative surplus to bridge funding gaps and enable investment in new strategic packages.
58. Table 1 presents a summary of the estimated budgetary resources and utilization for the biennium.

B2024-2025 Budget Income and Expenditures Estimates*(in thousands of USD)*

Table 1

Cost Category	Estimates B2022- 2023 ³	Estimates 2024	Estimates 2025	Estimates B2024- 2025	Estimates B2024-2025 over Estimates B2022-2023 %
Academic Programme & Projects	56,437	26,385	19,000	45,385	-19.6%
Staffing Table Costs	35,324	18,300	19,031	37,331	5.7%
Other Personnel Costs	14,290	6,689	6,490	13,179	-7.8%
General Expenses	19,540	9,001	8,683	17,684	-9.5%
GRAND TOTAL	125,591	60,375	53,204	113,579	-9.6%
Budget Financing (Income)					
Project Fundraising	45,119	21,991	14,909	36,900	-18.2%
Institutional Fundraising	28,811	11,926	11,942	23,868	-17.2%
Cost Recovery	3,827	1,277	953	2,230	-41.7%
Income from Endowment Fund	34,060	17,698	17,756	35,454	4.1%
Cumulative Surplus Carried Forward	10,673	6,224	6,254	12,478	16.9%
Other Income	3,101	1,259	1,390	2,649	-14.6%
GRAND TOTAL	125,591	60,375	53,204	113,579	-9.6%

59. UNU continued to prioritize its resources towards programmatic work. As illustrated in Table 2, USD 70.3 million (61.9 per cent) out of the total B2024-2025 budget is allocated to Academic Activities, encompassing academic and research work programmes, capacity development, and post graduate training activities. A pivotal element of Academic Activities are the remuneration of staff members and other personnel involved in academic and research pursuits.

B2024-2025 Budget allocation to Academic Activities*(in thousands of USD)*

Table 2

Cost for Academic Activities	Estimates B2022-2023	Estimates B2024-2025	Estimates B2024- 2025 over Estimates B2022-2023 %
Academic Programme	56,437	45,385	-19.6%
Staffing Table Costs	17,329	18,223	5.2%
Other Personnel Costs	7,748	6,648	-14.2%
Total	81,514	70,256	-13.8%
% of total budget	64.9%	61.9%	-3.0%

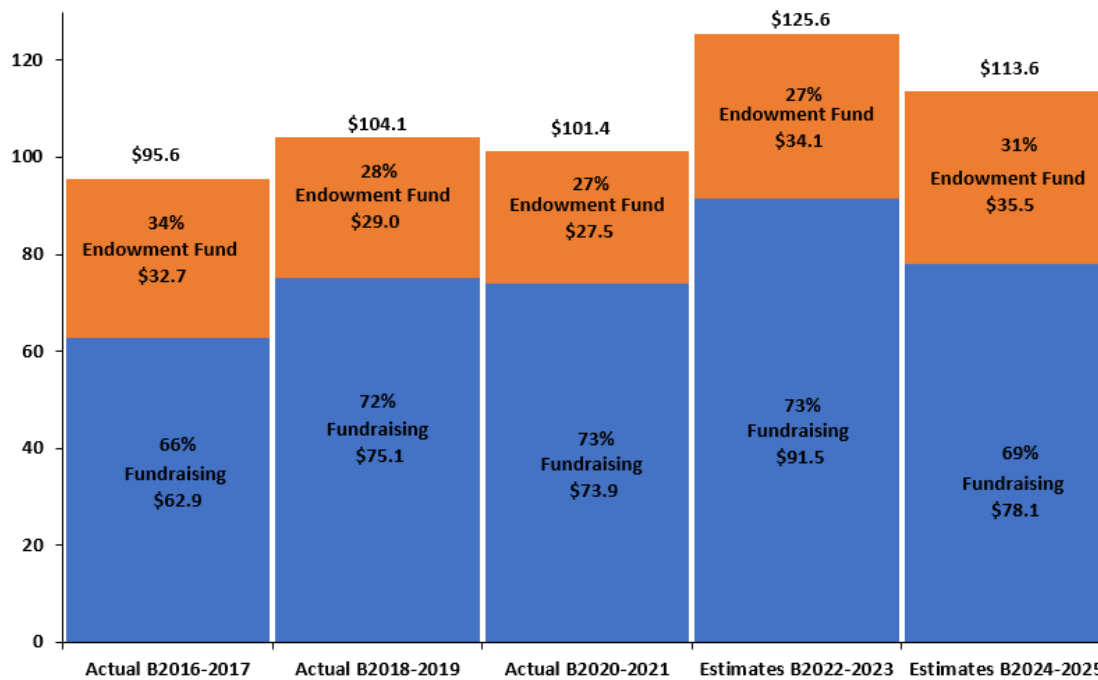
60. While UNU experienced a rising trend in budget financing over the past few biennia, the University is estimating a decline for 2024-2025. Notably, income from fundraising, which historically contributes to over half the budget, is being projected on a pragmatic approach based on established funding agreements.

³ The budget estimates approved by the Council at its 76th session in November 2021.

Trend by Income Category Over Ten Years

Graph 1

in millions of USD



61. Looking at the past ten years, there has been an upward trajectory in the proportion of Total Personnel (Staffing Table and Other Personnel) costs to the overall budget, from 36 per cent (2016-2017) to 44 per cent (2024-2025). This trend highlights the University’s strategic decision to invest in human capital as a means of enhancing its programmatic and operational capabilities. The distribution between academic and non-academic personnel is a ratio of 59 to 41.

Trend By Cost Category Over Ten Years

(in thousands of USD)

Table 3

Cost Category	Actual B2016-2017	Actual B2018-2019	Actual B2020-2021	Estimates B2022-2023	Estimates B2024-2025
Academic Programmes & Projects	45,251	48,659	49,856	56,437	45,385
Staffing Table Costs	25,337	28,783	26,582	35,324	37,331
Other Personnel Costs	9,415	9,712	9,823	14,290	13,179
General Expenses	15,632	16,939	15,133	19,540	17,684
GRAND TOTAL	95,635	104,093	101,394	125,591	113,579

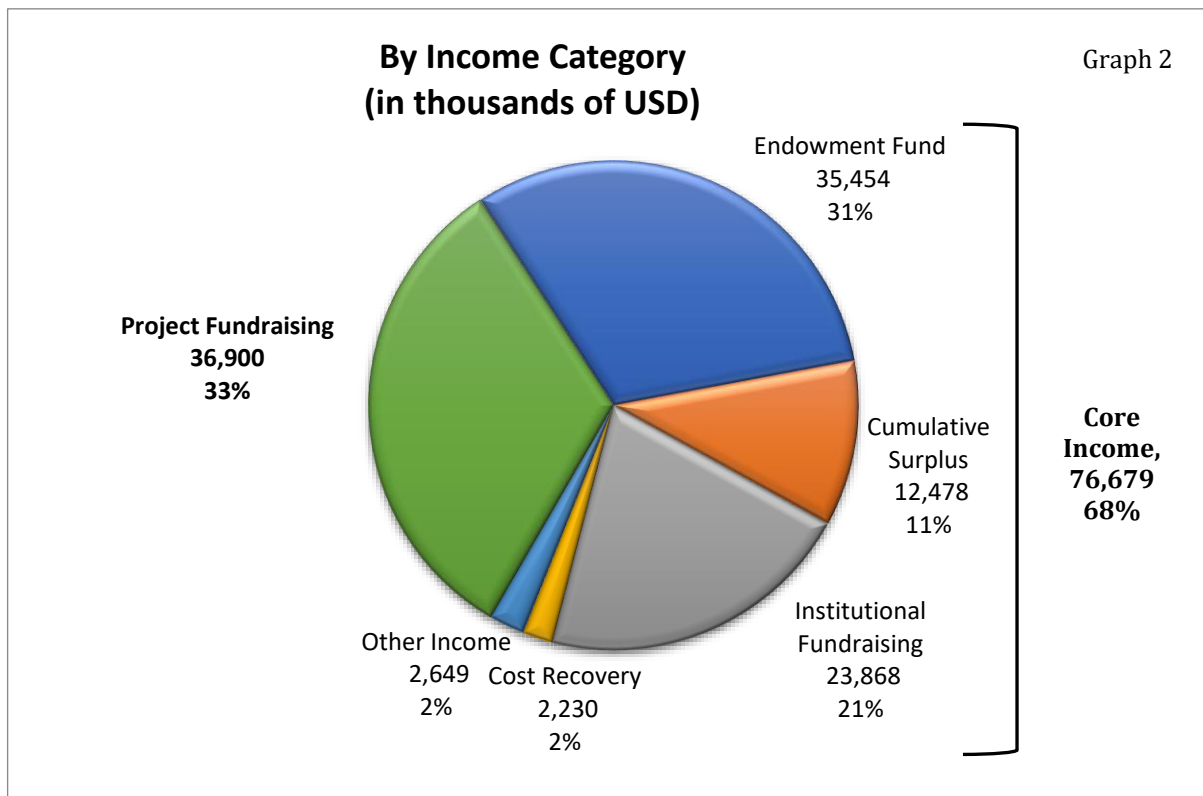
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62. The sections of this budget document are structured as follows:
- A. Income Estimates expands on each income category – project fundraising, institutional fundraising, cost recovery, income from endowment fund, cumulative surplus carried forward, and other income;
 - B. Expenditure Estimates includes information on each cost category – Academic Programme, Staffing table costs, Other Personnel costs, and General Expenses;
 - 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. Income Estimates

63. 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.
64. The estimated budgetary income for B2024-2025 is USD 113.6 million and falls within two main categories: core income and project fundraising.
65. Core income, representing unearmarked resources, plays a vital role in sustaining the University's operations. For B2024-2025, the anticipated core income is USD 76.7 million, constituting 67.5 per cent of the total estimated income. Core income comprises USD 35.5 million in endowment fund income, USD 23.9 million in institutional fundraising, USD 2.2 million in cost recovery income, USD 12.5 million carry over of cumulative surplus from prior biennia, and USD 2.6 million other income. Estimated core income decreased by 4.7 per cent compared to the initial B2022-2023 budget.
66. Project fundraising aims to secure additional resources to support academic pursuits beyond the activities financed from core income. Estimated Project fundraising amounts to USD 36.9 million (32.5 per cent of the total estimated income).
67. Graph 2 and Table 4 show the sources of estimated income for B2024-2025.



B2024-2025 Income

(in thousands of USD)

Table 4

Income Category	Actual B2020-2021	Estimates B2022-2023	Estimates B2024-2025	Change over Estimates B2022-2023 %
Endowment Fund	27,512	34,060	35,454	4.1%
Cumulative Surplus	5,820	10,673	12,478	16.9%
Institutional Fundraising	27,576	28,811	23,868	-17.2%
Cost Recovery	119	3,827	2,230	-41.7%
Other Income	5,165	3,101	2,649	-14.6%
Total Core Funding	66,192	80,472	76,679	-4.7%
Project Fundraising	67,725	45,119	36,900	-18.2%
Total	133,917	125,591	113,579	-9.6%

68. The estimated income by budgetary fund for B2024-2025 is summarized in Table 5.

B2024-2025 Income by Fund

(in thousands of USD)

Table 5

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	27,824	24,907	14,586	3,637	6,363	321	-	2,917
UNU HQ	14,757	14,210	11,397	591	2,222	-	-	547
UNU-CPR	5,183	4,096	3,100	996	-	-	-	1,087
UNU-EGOV	4,139	4,139	89	2,050	2,000	-	-	-
UNU-VIE	3,714	2,431	-	-	2,141	290	-	1,283
UNU-BIOLAC	1,233	1,233	1,033	200	-	-	-	-
UNU-CRIS	2,949	2,692	-	417	2,275	-	-	257
UNU In Macau	5,289	5,080	4,192	266	622	-	-	209
UNU-EHS	15,173	2,653	242	-	2,355	56	-	12,520
UNU-FLORES	4,273	3,452	-	107	3,306	39	-	821
UNU-IAS	11,175	1,673	865	-	-	808	-	9,502
UNU-IIGH	6,129	5,793	3,909	1,884	-	-	-	336
UNU-INRA	2,708	1,512	1,086	218	-	78	130	1,196
UNU-INWEH	4,060	4,060	-	1,147	2,913	-	-	-
UNU-MERIT	9,234	7,909	2,128	2,745	3,036	-	-	1,325
UNU-WIDER	18,803	10,986	5,142	1,857	2,998	959	30	7,817
UNU HQ Bldg	4,760	4,760	2,271	-	-	-	2,489	-
Total Budget	113,579	76,679	35,454	12,478	23,868	2,230	2,649	36,900

Estimated Core Income by category

(a) Income from the UNU Endowment Fund

69. Capital contributions mobilized for UNU Centre, UNU-EGOV, UNU-BIOLAC, UNU in Macau, UNU-EHS, UNU-IAS, UNU-IIGH, UNU-INRA, UNU-MERIT and UNU-WIDER are invested in the UNU Endowment Fund, under the fiduciary responsibility of the Secretary-General of the United Nations. The returns generated from the investment of the UNU Endowment Fund are distributed to of the participating UNU entities commensurate with the proportion of capital contribution invested.
70. At its 78th Session, the UNU Council took note of capital contributions received from the government of Senegal, and noted that capital contributions initially received for the establishment of a UNU Institute for Sustainable Development (UNU-IRADDA) would instead be invested in the endowment to support UNU's operations, in accordance with discussions with the respective governments. Accordingly, funds received from Senegal (USD 0.8 million) and Algeria (6.1 million) are reported under UNU Centre.

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71. 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.⁴ To ensure the sustainability of the UNU Endowment Fund, the B2024-2025 budget proposal includes a reduced withdrawal amount of 4.50 per cent. Endowment fund income for B2024-2025 is estimated at USD 35.5 million, representing a slight increase (4.1 per cent) compared to the initial B2022-2023 budget, as summarized in Table 6.

B2024-2025 Income from Endowment Fund

(in thousands of USD)

Table 6

Funds/Programmes	Actual B2020-2021	Estimates B2022-2023	Estimates B2024-2025 ⁵	Change over Estimates B2022-2023 %
UNU Centre	13,585	14,040	14,586	3.9%
<i>UNU HQ</i>	<i>10,205</i>	<i>10,952</i>	<i>11,397</i>	<i>4.1%</i>
<i>UNU-CPR</i>	<i>3,380</i>	<i>3,000</i>	<i>3,100</i>	<i>3.3%</i>
<i>UNU-EGOV</i>	-	<i>88</i>	<i>89</i>	<i>1.1%</i>
UNU-BIOLAC	-	954	1,033	8.3%
UNU In Macau	2,431	4,062	4,192	3.2%
UNU-EHS	237	241	242	0.4%
UNU-IAS	-	610	865	41.8%
UNU-IIGH	2,641	3,804	3,909	2.8%
UNU-INRA	945	961	1,086	13.0%
UNU-MERIT	1,006	2,039	2,128	4.4%
UNU-WIDER	4,396	5,078	5,142	1.3%
UNU HQ Bldg.	2,271	2,271	2,271	-
Total	27,512	34,060	35,454	4.1%

⁴ 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.

⁵ Total endowment fund withdrawal based on the rate of 4.50 per cent of the 5-year average market value is USD 35.454 million for 2024-2025.

(b) Cumulative Surplus

72. Funds from surplus of income over expenditure of previous biennia are mobilized with UNU Council approval. Given the different funding schemes among institutes and individual project timelines, fluctuations are to be expected.
73. Table 7 summarizes the trend of cumulative surplus by institute and provides the projected unearmarked cumulative surplus as at the end of 2023 (USD 26.9 million). Of this amount, USD 12.5 million is proposed to finance the B2024-2025 budget. Funding the budget through cumulative surplus is driven by investment into new strategic work packages at UNU-IIGH, utilization of resources from delayed contribution payments at UNU-EGOV, and bridging funding gaps for the remaining institutes during ongoing fundraising negotiations.

B2024-2025 Cumulative Surplus

(in thousands of USD)

Table 7

Funds/Programmes	Actual B2020-2021	Estimates B2022-2023	Projected Total Surplus as of 2023	Estimates B2024-2025	Change over Estimates B2022-2023 %
UNU Centre	1,712	2,833	6,824	3,637	28.4%
UNU HQ	572	725	2,546	591	-18.5%
UNU-CPR	140	696	1,004	996	43.1%
UNU-EGOV	1,000	1,412	3,274	2,050	45.2%
UNU-VIE	-	-	-	-	-
UNU-BIOLAC	372	455	271	200	-56.0%
UNU-CRIS	-	-	937	417	100.0%
UNU In Macau	450	-	2,848	266	100.0%
UNU-FLORES	-	612	241	107	-82.5%
UNU-IAS	-	-	-	-	-
UNU-IIGH	1,340	476	3,562	1,884	295.8%
UNU-INRA	100	250	218	218	-12.8%
UNU-INWEH	-	313	2,553	1,147	266.5%
UNU-MERIT	1,341	3,251	4,221	2,745	-15.6%
UNU-WIDER	275	1,521	4,880	1,857	22.1%
UNU HQ Bldg.	230	962	356	-	-100.0%
Total	5,820	10,673	26,911	12,478	16.9%

74. Table 8 presents the cumulative surplus trend over ten years. While the University has been utilizing its cumulative surplus to partially finance its budgets, it has prudently maintained ample unencumbered surplus as a financial buffer to address unforeseen expenses or income shortfall.

Cumulative surplus trend over 10 years

Biennium*(in thousands of USD)*

Table 8

	2016-2017 Actual	2018-2019 Actual	2020-2021 Actual	2022-2023 Estimates	2024-2025 Estimates
Cumulative Surplus	49,422	40,813	36,484	37 584	26,911
Less: Cumulative surplus encumbered#	10,141	11,244	5,961	10 673	12,478
Cumulative Surplus unencumbered	39,281	29,569	30,523	26,911	14,433*
Expenditure coverage (months)	15	10	9	8	5

Cumulative surplus encumbered refers to the amount approved by UNU Council to finance the budget

* This is computed based on the assumption all fresh income received in the 2024-2025 biennium will be utilized.

(c) Institutional Fundraising

75. Institutional fundraising are unearmarked voluntary contributions that support a range of institutional functions covering administration, general operations and academic activities. This funding source, predominantly facilitated through host country agreements, ensures a predictable and flexible resource stream for the University.
76. Institutional fundraising estimated for B2024-2025 amounts to USD 23.9 million, a decrease of 17.2 per cent from B2022-2023. Multiple factors explain the decline: a key donor for UNU-WIDER decided to re-prioritize funding towards Ukraine and humanitarian aid, the transition from pledged cash contributions to in-kind contributions for UNU-CRIS and UNU-INWEH, and the appreciation of the US Dollar against the Euro, Japanese Yen and Canadian Dollar also resulted in the lower numbers for institutional fundraising expressed in USD Dollars.
77. However, there are exceptions to the fundraising downtrend. UNU-MERIT and UNU-FLORES are estimating slight increases in local currency institutional fundraising as compared to the previous biennium. UNU-MERIT projects higher contribution from the host country donor based on secured revised pledge while UNU-FLORES' growth estimate is attributable to the lower contribution base in 2022-2023.

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78. Table 9 shows the breakdown of all estimated institutional fundraising for all budgetary funds.

B2024-2025 Institutional Fundraising

(in thousands of USD)

Table 9

Funds/Programmes	Actual B2020-2021	Estimates B2022-2023	Estimates B2024-2025	Change over Estimates B2022-2023 %
UNU Centre	5,331	7,144	6,363	-10.9%
UNU HQ	2,989	2,696	2,222	-17.6%
UNU-CPR	-	-	-	0.0%
UNU-EGOV	-	2,000	2,000	0.0%
UNU-VIE	2,342	2,448	2,141	-12.5%
UNU-BIOLAC	-	-	-	0.0%
UNU-CRIS	3,008	3,172	2,275	-28.3%
UNU In Macau	804	764	622	-18.6%
UNU-EHS	2,599	2,693	2,355	-12.6%
UNU-FLORES	3,391	3,168	3,306	4.4%
UNU-IAS	1,153	-	-	0.0%
UNU-IIGH	-	-	-	0.0%
UNU-INRA	-	-	-	0.0%
UNU-INWEH	3,203	3,357	2,913	-13.2%
UNU-MERIT	3,007	3,141	3,036	-3.3%
UNU-WIDER	5,076	5,372	2,998	-44.2%
UNU HQ Bldg.	4	-	-	0.0%
Total	27,576	28,811	23,868	-17.2%

(d) Cost Recovery

79. Cost recovery is the programme support cost revenue that the UNU collects on earmarked projects and is estimated at USD 2.2 million for B2024-2025. Cost recovery is intended to ensure that the full funding for the implementation of specific projects is 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. Lower cost recovery in 2024-2025 is in tandem with the reduced income from project fundraising.

(e) Other Income

80. Other income is mainly derived from rental and services provided to the HQ Building tenants, and fees gathered from users of UNU HQ's conference facilities. Although tenancy occupancy is expected to remain stable, the rental income is anticipated to be lower in US Dollars terms, owing to the appreciation of the US Dollar against the Japanese Yen. The conferencing income is cautiously estimated at approximately half of the initial budget estimate for the previous biennium. Consequently, the estimated income from these activities in B2024-2025 is USD 2.6 million, marking a 14.6 per cent reduction from B2022-2023.

Estimated Income from Project Fundraising

81. Complementing core funding, project fundraising income are earmarked voluntary contributions designated for specific projects.

82. The B2024-2025 budget is formulated with prudence, ensuring that project fundraising estimates are grounded on assured funding. Nevertheless, the anticipation remains that additional project funding will materialize over the course of the biennium, permitting an even higher level of expenditure for specific projects.

B2024-2025 Income from Project Fundraising

(in thousands of USD)

Table 10

Funds/Programmes	Actual B2020-2021	Estimates B2022-2023	Estimates B2024- 2025	Change over Estimates B2022-2023 %	Breakdown of new and c/f Project Fundraising 2024-2025	
					New	c/f
UNU Centre	13,961	4,039	2,917	-27.8%	2,002	915
<i>UNU HQ</i>	1,742	635	547	-13.9%	462	85
<i>UNU-CPR</i>	7,949	2,109	1,087	-48.5%	1,028	59
<i>UNU-EGOV</i>	1,424	60	-	-100.0%	-	-
<i>UNU-VIE</i>	2,846	1,235	1,283	3.9%	512	771
UNU-BIOLAC	-	-	-	0.0%	-	-
UNU-CRIS	695	294	257	-12.6%	257	-
UNU In Macau	207	-	209	0.0%	209	-
UNU-EHS	15,031	12,582	12,520	-0.5%	11,034	1,486
UNU-FLORES	1,217	1,033	821	-20.5%	630	191
UNU-IAS	14,591	11,321	9,502	-16.1%	8,301	1,201
UNU-IIGH	2,346	682	336	-50.7%	336	-
UNU-INRA	1,185	481	1,196	148.65%	1,196	-
UNU-INWEH	84	-	-	0.0%	-	-
UNU-MERIT	-	2,762	1,325	-52.0%	1,125	200
UNU-WIDER	3,342	11,925	7,817	-34.4%	7,025	792
UNU HQ Bldg	15,062	-	-	0.0%	-	-
Total	67,725	45,119	36,900	-18.2%	32,115	4,785

83. Total funding generated from project fundraising for B2024-2025 amounts to USD 36.9 million, representing a decrease of 18.2 per cent compared to the initial B2022-2023 (USD 45.1 million) as per Table 10. With the exception of UNU-INRA, which secured a substantial project in 2023 that will continue into 2024-2025, all institutes registered declines or flat growth. Lower project fundraising is primarily attributed to the completion of ongoing projects within the biennium, coupled with the absence of new, secured projects. Despite this, the University remains proactive in cultivating relationships with both established and emerging partners, fostering on-going discussions about potential new projects for future collaborations.

B. Expenditure Estimates

84. The B2024-2025 budget comprises a total of fourteen distinct budgetary funds. Each of these funds function as an independent accounting entity, equipped with self-balancing accounts and a level of managerial autonomy to fulfil their specific mandates. Table 11 shows the breakdown of total expenditure by budgetary fund.

B2024-2025 Total Expenditure by Budgetary Fund

(in thousands of USD)

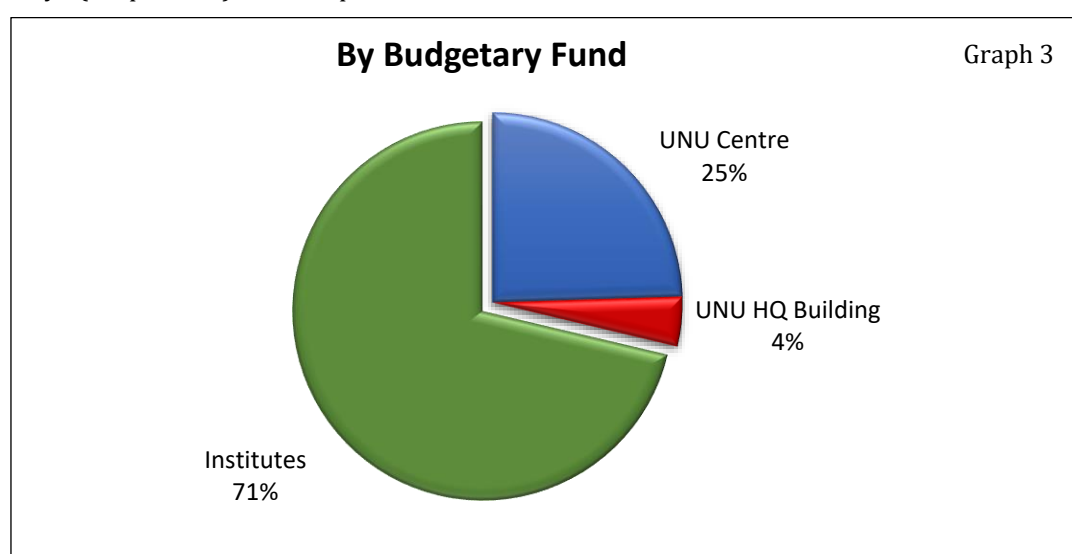
Table 11

Funds/Programmes	Actual B2020-2021	Estimates B2022-2023	Estimates B2024-2025	Change over Estimates B2022-2023 %
UNU Centre	26,976	28,619	27,793	-2.9%
<i>UNU HQ</i>	12,238	15,008	14,757	-1.7%

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<i>UNU-CPR</i>	8,180	6,028	5,183	-14.0%
<i>UNU-EGOV</i>	1,990	3,560	4,139	16.3%
<i>UNU-VIE</i>	4,568	4,023	3,714	-7.7%
Institutes				
1.UNU-BIOLAC	287	1,409	1,233	-12.5%
2.UNU-CRIS	2,952	3,466	2,949	-14.9%
3.UNU In Macau	3,465	4,826	5,289	9.6%
4.UNU-EHS	11,515	15,681	15,173	-3.2%
5.UNU-FLORES	3,283	4,813	4,273	-11.2%
6.UNU-IAS	11,031	13,460	11,175	-17.0%
7.UNU-IIGH	4,885	5,161	6,129	18.8%
8.UNU-INRA	1,713	1,736	2,708	56.0%
9.UNU-INWEH	2,520	3,670	4,060	10.6%
11.UNU-MERIT	6,965	11,266	9,234	-18.0%
12.UNU-WIDER	20,802	25,239	18,803	-25.5%
Others				
UNU HQ Bldg	5,000	6,245	4,760	-23.8%
Total	101,394	125,591	113,579	-9.6%

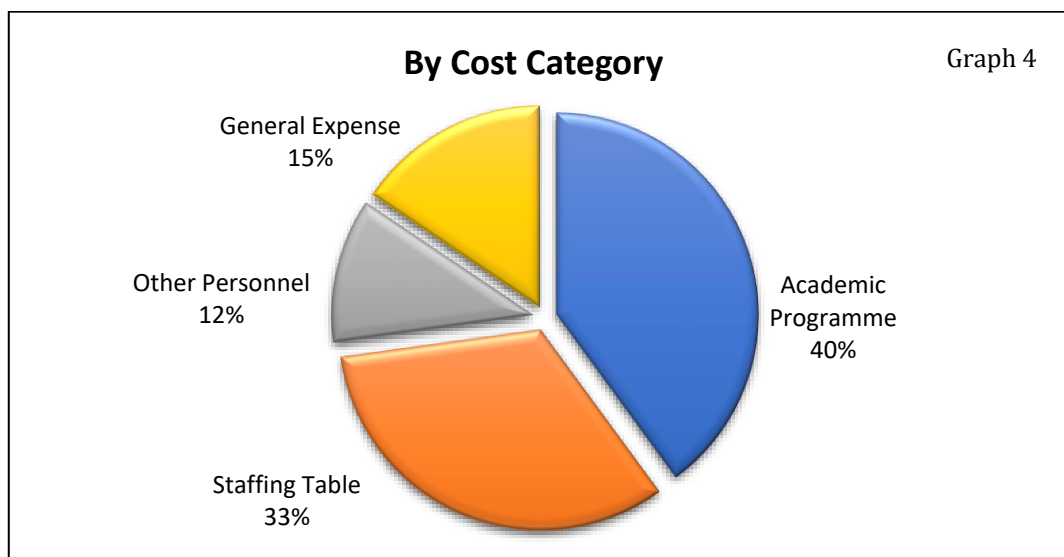
85. Over half the budgetary funds for B2024-2025 exhibited a decrease over B2022-2023 estimates. This decline can be attributable to a combination of factors, including a net reduction in institutional and project funding, and the impact of the strengthened US Dollar.
86. With the majority of UNU institutes located in the Euro zone, the strengthening of the US Dollar has resulted in lower funding when reported in US Dollar despite the fact that the income in local currency remained unchanged for several institutes. 71 per cent of the decrease in institutional funding stems from these foreign exchange rate differences, while only 29 per cent of the decrease is from direct reduction in funding.
87. The fourteen budgetary funds can be categorized by their respective share of the total estimated budget as follows: twelve institutes (71.3 per cent), UNU Centre (24.5 per cent) and UNU headquarters building in Tokyo (4.2 per cent)⁶. See Graph 3, below.



⁶ 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.

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88. The budget is organized in four cost categories: academic programme costs (core and specific project-funded activities), 40.0 per cent; staffing table costs, 32.9 per cent; other personnel costs, 11.6 per cent; and general expenses, 15.5 per cent. See Graph 4.



89. Table 12 shows the further detailed breakdown of expenditures by budgetary fund and cost category.

B2024-2025 Expenditure by Cost Category

(in thousands of USD)

Table 12

Fund/ Programmes	Total	Academic Programme (Core - Funded)	Staffing Table Costs	Other Personnel Costs	General Expenses	Specific Projects
UNU Centre	27,793	1,141	13,363	5,768	4,604	2,917
<i>UNU HQ</i>	14,757	570	8,823	2,263	2,554	547
<i>UNU-CPR</i>	5,183	50	1,270	1,500	1,276	1,087
<i>UNU-EGOV</i>	4,139	521	1,313	1,920	385	-
<i>UNU-VIE</i>	3,714	-	1,957	85	389	1,283
UNU-BIOLAC	1,233	922	-	188	123	-
UNU-CRIS	2,949	305	2,106	26	255	257
UNU In Macau	5,289	150	2,386	1,003	1,541	209
UNU-EHS	15,173	-	1,652	163	838	12,520
UNU-FLORES	4,273	78	2,239	566	569	821
UNU-IAS	11,175	200	945	304	224	9,502
UNU-IIGH	6,129	840	2,874	1,277	802	336
UNU-INRA	2,708	319	476	428	289	1,196
UNU-INWEH	4,060	480	1,852	952	776	-

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UNU-MERIT	9,234	1,488	3,693	295	2,433	1,325
UNU-WIDER	18,803	2,562	5,104	1,925	1,395	7,817
UNU HQ Bldg	4,760	-	641	284	3,835	-
Total Budget	113,579	8,485	37,331	13,179	17,684	36,900
Distribution (%)	100.0%	7.5%	32.9%	11.6%	15.5%	32.5%

(a) Academic Programme Costs

90. The substantive academic work programmes are set out in Chapter V, which includes a description of the objectives, activities and performance measures for each programme. Estimated total costs of academic programme, both core and project funded, is USD 45.4 million. This represents a 19.6 per cent decrease compared to the B2022-2023 estimates. The reduction is mainly due to completion of the multiyear project “Transformative Urban Coalitions” in 2023 and the pending finalization of a large project under the “South Africa – Towards Inclusive Economic Development”. The decrease is also attributable to strengthening of the US Dollar which results in the lower budget expressed in US Dollars. Academic programme costs can be categorized into: (i) defined academic programmes; and (ii) innovation and programme development funds.
91. Defined academic programmes, including postgraduate activities, are organized around three core themes that align with UNU’s overarching priorities:
- (i) Peace and security;
 - (ii) Social change and economic development; and
 - (iii) Environment, climate, and energy.
92. Innovation and programme development funds are designated for activities that do not relate to any specific project at the budget planning stage. They are intended to support promising new initiatives that contribute to an institute’s overall mission. These amounts can be utilized as seed funding for new projects or support ad hoc academic, technical, and other partnerships. In total, these funds may represent up to 15 per cent of the institutes’ budgets.
93. Defined academic programmes and the innovation and programme development funds comprise 90.8 per cent and 9.2 per cent respectively of the overall academic programme costs. This ratio is similar to the proportions in the B2022-2023 budget (93.3 per cent and 6.7 per cent, respectively).
94. The details of the academic programme costs by budgetary fund are summarized in Table 13.

B2024-2025 Academic Programme and Specific Projects Costs*(in thousands of USD)*

Table 13

Fund/ Programmes	Actual B2020- 2021	Estimates B2022- 2023	Estimates B2024-2025				Change over Estimates B2022- 2023 %	
			Total	Core		Specific Projects		
				Defined Academic Projects	Innovation & Programme Development Fund	Defined Academic Projects		Innovation & Programme Development Fund
UNU Centre	9,739	5,398	4,058	521	620	2,917	-	-24.8%
UNU HQ	764	1,256	1,117	-	570	547	-	-11.1%
UNU-CPR	5,556	2,259	1,137	-	50	1,087	-	-49.7%
UNU-EGOV	1,087	648	521	521	-	-	-	-19.6%
UNU-VIE	2,332	1,235	1,283	-	-	1,283	-	3.9%
UNU-BIOLAC	101	1,101	922	922	-	-	-	-16.3%
UNU-CRIS	1,530	1,401	562	63	242	257	-	-59.9%
UNU In Macau	239	245	359	130	20	209	-	46.5%
UNU-EHS	9,042	12,822	12,520	-	-	11,192	1,328	-2.4%
UNU-FLORES	470	1,138	899	40	38	683	138	-21.0%
UNU-IAS	9,294	11,521	9,702	-	200	9,280	222	-15.8%
UNU-IIGH	2,067	1,412	1,176	730	110	336	-	-16.7%
UNU-INRA	810	694	1,515	286	33	1,196	-	118.3%
UNU-INWEH	197	400	480	280	200	-	-	20.0%
UNU-MERIT	2,594	4,436	2,813	1,288	200	1,125	200	-36.6%
UNU-WIDER	13,773	15,869	10,379	2,462	100	7,817	-	-34.6%
UNU HQ Bldg	-	-	-	-	-	-	-	-
Total	49,856	56,437	45,385	6,722	1,763	34,469	2,431	-19.6%
Distribution (%)			100%	14.8%	3.9%	75.9%	5.4%	

(b) Staffing Table Costs and Other Personnel Costs

95. The UNU Staffing Table (Annex IV) lists all established academic and non-academic staff posts, which are funded by either core funding or specific project funding. Staffing Table costs comprise salaries and common staff costs of established posts across the International Professional, National Professional and General Service categories.
96. In B2024-2025 budget, the average common staff costs are distributed as follows: 48 per cent for International Professional Staff (2022-2023: 45 per cent) and 38 per cent for National Professional Officer and General Service categories (2022-2023: 35 per cent). The rates are derived from the average actual costs from the past two biennia, based on assessment of historical expenditure trends.

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97. UNU is projecting a total of 190 funded posts, constituting 147 core-funded (USD 37.3 million), and 43 specific project funded posts (USD 8.9 million). This represents an increase of 16 funded posts compared to B2022-2023 estimates; these new posts are mainly at UNU HQ, UNU-CRIS and UNU-EHS. The increase of staff positions is due to multiple factors including realignment of some administration positions from PSA to FTA, a shift of programme positions from outsourced providers to UNU personnel, and increase in project activities.

B2024-2025 Staffing Table Costs (core and specific project funded)

(in thousands of USD)

Table 14

Funds / Programmes	Estimates B2022-2023 Number of Funded Posts	B2024-2025 Number of Funded Posts	Variance No. of Posts	Estimates B2022-2023 Staffing Table Costs			Estimates B2024-2025 Staffing Table Costs			Change over Est. B2022-2023 %
				Total	Core	Sp. Project	Total	Core	Sp. Project	
UNU Centre	53	59	6	13,950	12,990	960	14,274	13,363	911	2.3%
UNU HQ	33	37	4	9,183	9,183	-	8,823	8,823	-	-3.9%
UNU-CPR	3	3	-	1,351	1,026	325	1,816	1,270	546	34.4%
UNU-EGOV	6	6	-	1,013	1,013	-	1,313	1,313	-	29.6%
UNU-VIE	11	13	2	2,403	1,768	635	2,322	1,957	365	-3.4%
UNU-BIOLAC	-	-	-	-	-	-	-	-	-	-
UNU-CRIS	3	7	4	1,053	1,053	-	2,106	2,106	-	100.0%
UNU In Macau	7	8	1	2,222	2,222	-	2,588	2,386	202	16.5%
UNU-EHS	19	23	4	4,183	1,544	2,639	4,486	1,652	2,834	7.2%
UNU-FLORES	12	11	-1	2,500	2,296	204	2,460	2,239	221	-1.6%
UNU-IAS	13	12	-1	3,806	786	3,020	3,137	945	2,192	-17.6%
UNU-IIGH	12	13	1	2,470	2,162	308	2,874	2,874	-	16.4%
UNU-INRA	2	2	-	601	578	23	664	476	188	10.5%
UNU-INWEH	4	5	1	1,520	1,520	-	1,852	1,852	-	21.8%
UNU-MERIT	12	10	-2	4,100	3,980	120	3,693	3,693	-	-9.9%
UNU-WIDER	35	37	2	7,627	5,844	1,783	7,448	5,104	2,344	-2.3%
UNU HQ Bldg	2	3	1	349	349	-	641	641	-	83.7%
Total	174	190	16	44,381	35,324	9,057	46,223	37,331	8,892	4.2%

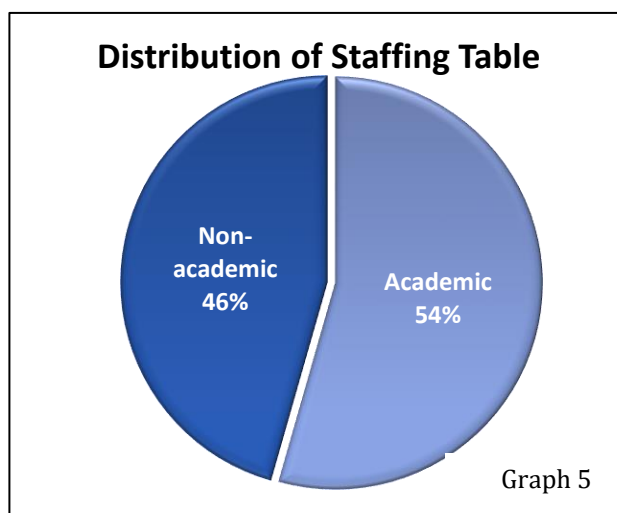
Several positions are funded with both core and specific project funds.

98. A detailed UNU Staffing Table for B2024-2025 is presented in Annexes IV and V.
99. 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.⁷
100. Within the core-funded category, there are 74 International Professionals, 21 National Professionals and 52 General Service posts. The posts funded by specific project funding include 32 International Professionals, 4 National Professionals and 7 General Service posts. In addition, 15 non-funded posts listed on the staffing table will be filled once funding is secured to cover salary and related costs.

⁷ 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.

Biennium

101. The distribution of Staffing Table costs, as shown in Graph 5, 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.



102. In July 2023, 32 of the current 174 funded positions were vacant, which represents a vacancy rate of 18.4 per cent. This is comparable to the vacancy rate in June 2021 (17 per cent), noted in the Advisory Committee report (Annex III). The high vacancy rate is due to multiple issues such as delay in funding availability or delayed project start dates in certain institutes. The UNU HR team is exploring mechanisms to improve the vacancy rate such as introduction of generic Job Descriptions and increased use of rosters to expedite the recruitment process.

103. 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 B2024-2025 is estimated to be USD 26.3 million, reflecting a decrease of 19.3 per cent over the previous biennium, as summarized in Table 15. This is mainly driven by the expected decrease in consultants under specific projects and conversion of some PSA positions to FTA positions.

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

B2024-2025 Other Personnel Costs (core and specific project funded)

(in thousands of USD)

Table 15

Expenditure	Actual B2020-2021	Estimates B2022-2023	Estimates B2024-2025	Change over Estimates 2022-2023 %
Other Personnel Costs (Core-Funded)	9,823	14,290	13,179	-7.8%
Other Personnel Costs (Specific project funded)	20,864	18,324	13,146	-28.3%
Total Costs	30,687	32,614	26,325	-19.3%

105. UNU has long upheld diversity, equity and inclusion as fundamental principles and remains dedicated to their achievement. Approximately 1.5 per cent of UNU HQ’s budget 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. Additionally, 2.0 per cent of total staff and PSA costs is allocated in the overall UNU 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. A further 1.0 per cent of the UNU biennial budget is allocated to support parental leave and reasonable disability accommodation.

(c) General Expenses

Biennium

106. General expenses for B2024-2025 are estimated to be USD 17.7 million, a decrease of 9.5 per cent over the B2022-2023 budget estimates.
107. The travel budget increased by 26.5 per cent as demand for official travel returns with higher associated global travel cost. As UNU operates globally, essential travel missions are budgeted, amongst others, for strategic meetings such as Council, Advisory Boards, high-level committees, and to engage with stakeholders for programme expansion opportunities. UNU continues to encourage the use of alternative methods of communication and representation and gives primary consideration to authorizing official travel only where direct face-to-face contact is necessary.
108. Contractual Services represent professional services and specialized services engaged through Institutional Contractual Agreements (ICAs). Contractual Services decreased by 47.0 per cent primarily due to a reorganization at UNU-CRIS. This reorganization entails a shift towards hiring administrative personnel directly as opposed to relying on services from partner Universities.
109. Maintenance and Operating Costs of the UNU HQ Building in Tokyo, Japan registered a notable decline of 30.7 per cent. This is largely attributable to two key factors: once-off USD 1.20 million budget for audio visual equipment and renovation in B2022-2023; and the appreciation of the US Dollar against the Japanese Yen which resulted in lower costs when measured in US Dollars. The US Dollar/Japanese Yen strengthened from 106.09 (March 2021) to 133.05 (March 2023).
110. General Operating Expenses cover direct and indirect costs required for the day-to-day functioning of the UNU. Direct operating costs include communications, maintenance of equipment, rental, supplies and materials, while indirect costs comprise outsourced services such as human resources and payroll administration, ERP system and audits. The stronger US Dollar caused a marginal 2.2 per cent drop because most direct operating expenses are denominated in local currencies.
111. Furniture and equipment grew by 19.9 per cent, driven by a higher budget allocation attributed to acquisition of furniture to accommodate new office workspaces for UNU-CPR and UNU-INWEH. Additionally, larger expenditures in upgrading ICT equipment are anticipated due to higher costs as a result of rising inflation.

B2024-2025 General Expenses

(in thousands of USD)

Table 16

Expenditure	Actual B2020-2021	Estimates B2022-2023	Estimates B2024-2025	Change over Estimates B2022-2023 %
Travel	294	1,907	2,412	26.5%
Contractual Services	1,349	1,652	876	-47.0%
Maintenance and Operating Costs of UNU HQ Building	4,479	5,531	3,835	-30.7%
General Operating Expenses	7,583	8,890	8,690	-2.2%
Furniture and Equipment ^a	1,428	1,560	1,871	19.9%
Total	15,133	19,540	17,684	-9.5%

^a Includes ICT Equipment and Software

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

Biennium

112. 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 4.2 per cent of the total UNU budget.
113. During B2024-2025, estimated expenditures for regular maintenance, utilities, and personnel will amount to USD 4.8 million This represents a decrease of 23.8 per cent from the initial B2022-2023 budget of USD 6.2 million mainly due to two factors: once-off USD 1.20 million budget for audio visual equipment and renovation in B2022-2023 and the strengthening of the US Dollar against the Japanese Yen.

B2024-2025 UNU Headquarters Building Budget*(in thousands of USD)*

Table 17

Expenditure	Actual B2020-2021	Estimates B2022-2023	Estimates B2024- 2025	Change over Estimates B2022-2023 %
Staffing Table and Other Personnel Costs	521	714	925	29.6%
General Expenses:				
<i>Maintenance and Operating Costs</i>	4,479	5,531	3 835	-30.7%
Total	5,000	6,245	4 760	-23.8%
Income				
Contribution for Maintenance	4	-	-	
Endowment Fund	2,271	2,271	2,271	0%
Cumulative Surplus	317	962	-	-100%
Other Income:				
<i>-Rental income</i>	2,380	2,412	1,960	-18.7%
<i>-Fees for services rendered</i>	28	600	529	-11.8%
Total	5,000	6,245	4,760	-23.8%

114. Apart from the endowment fund and cumulative surplus, the financing for the maintenance and operation of the UNU Headquarters Building comes from two primary sources of other income:
- Rental income: Rental for the use of office space and utility payments received from United Nations offices (ILO, UNDP, UNFPA, UNIC, UNIDO, UNICEF, UNOPS, UNWTO, WFP) and non-governmental organizations (Global Compact Network Japan and the Japan Foundation for UNU). Total estimated rental income for B2024-2025 amounts to USD 2.0 million. The decrease of 18.7 per cent from B2022-2023 estimate is mainly because of the appreciation of the US Dollar against Japanese Yen.
 - Fees for services rendered: Mainly 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 2022 a total of 195 events were organized, of which 152 events were organized by UNU or United Nations entities. The estimated income generated by the rental of the conference facilities and services for B2024-2025 amounts to USD 0.5 million.
115. After almost thirty years of use, the prevention of structural damage and repair are essential. The owner of the building, MEXT, continues to pursue, in close consultation with the University, a programme of repairs, agreed in 2018, in accordance with the Agreement Between the United Nations and the Government of Japan regarding the Headquarters of the United Nations University, dated 14

Biennium

May 1976. Repairs in B2022-2023 included upgrading the air conditioning system and removing the chimney that contained asbestos. A repair plan for B2024-2025 has been agreed between UNU and MEXT. The related repair expenditure is not captured in the budget since they are managed and paid for directly by MEXT.

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

116. 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 B2024-2025 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 B2024-2025 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 B2024-2025

Note of Guidance

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

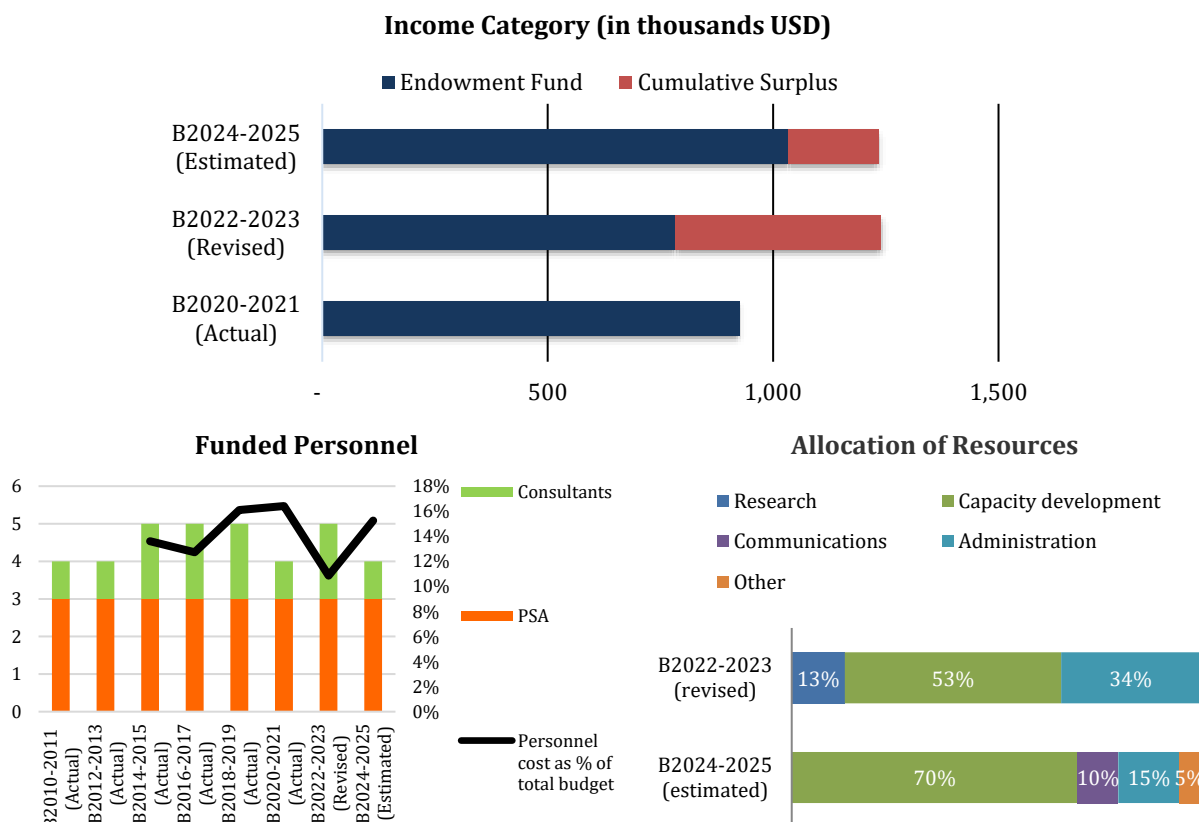
- Research programmes at UNU institutes contain smaller sub-projects. Each research programme contributes to one of the thematic areas of focus defined in the UNU Strategic Plan 2020-2024.
- All figures presented for the biennia 2010-2011, 2012-2013, 2014-2015, 2016-2017, 2018-2019, 2020-2021 represent final values at the end of the respective biennia. Figures shown for 2022-2023 marked with the annotation 'revised' are based on the data available as of the last budget revision, undertaken on 1 June 2023. Figures shown for 2022-2023 marked with the annotation 'adjusted' combine data from the latest budget revision, as well as actual Project Fundraising (SPC) income received through until June 2023. Figures shown for 2024-2025 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 2022-2023 (adjusted) takes into account income received during the 18-month period between 1 January 2022 to 30 June 2023.
- 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 B2024-2025

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 all countries in the region. More than 450 young researchers engaging with health-, omics-, vaccine- and industrial processes- related and environmental challenges of the region are involved each year.



Targeted Sustainable Development Goals and Major Policy Processes

BIOLAC is committed to helping attain all SDGs but particularly those related to food security (SDGs 1, 2, and 12) and human (SDG 3), plant, and animal health through the local support provided to target entities in Latin America and the Caribbean involved in actual research aimed at biotechnologically improving crop plants and farm animals, increasing food production, and adding quality procedures to post-harvest management. The programme also supports those working in the development of detection tools and strategies to combat transmissible diseases, the creation and validation of vaccines, as well as biotechnologically-based therapies, among others (SDG 3).

Biennium**Research Programmes**

Programme Name	Theme(s)	Personnel	USD (thousands)
Biotechnology Capacities for Social Development	Climate Change and Energy	4 personnel	922

Identifying focal points of attention in biotechnology research helps to choose research proposals that have a direct impact on ameliorating damages caused by climate change.

Performance Measure(s)

- Increase the number of students trained in the region's Biotechnology-oriented educational and research centres as a way of promoting equitable access to education and specialized training, and gender equality.
- Provide financial support for the mobility of young researchers in the region to strengthen Biotechnology networks in food production and human health, among others.

Training, Teaching and Capacity Development Activities

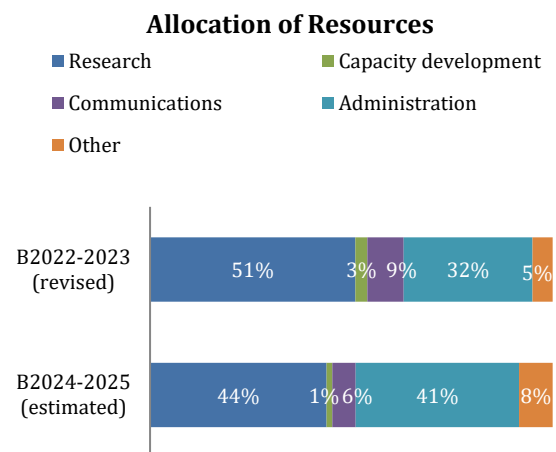
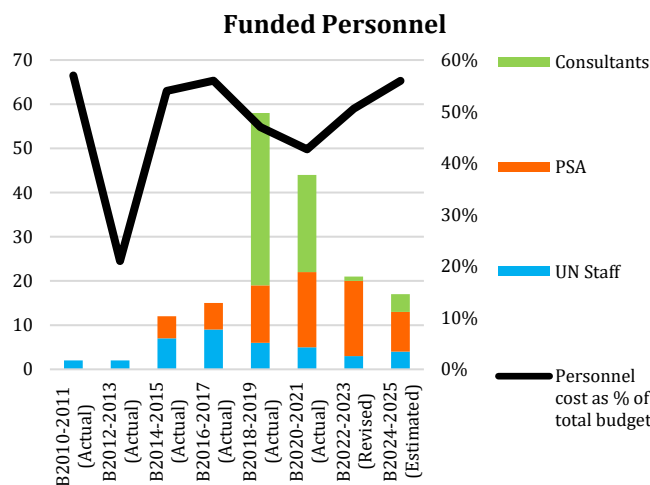
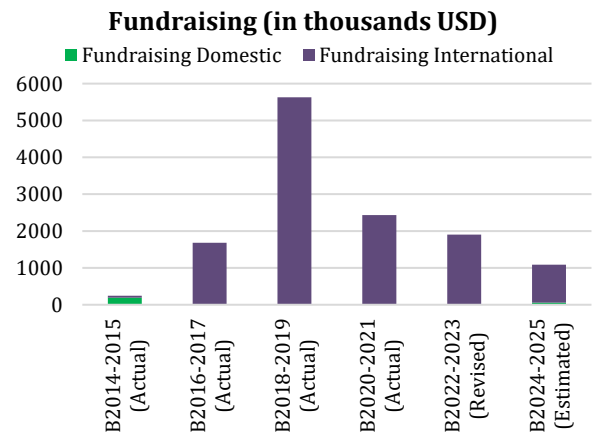
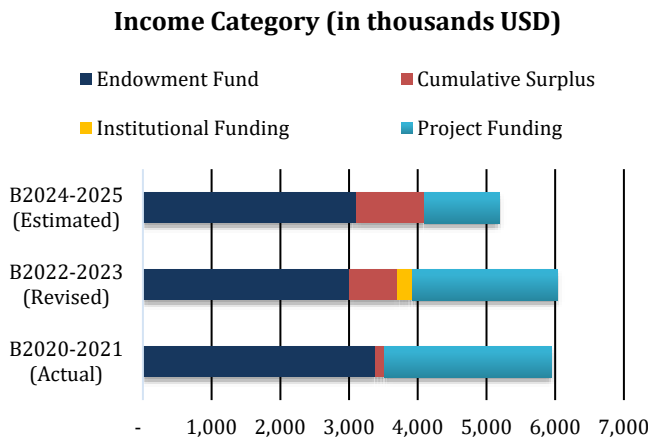
UNU-BIOLAC has as its main missions to 1) co-organize high-level educational courses, as well as practical (hands-on) workshops, and 2) finance research mobility fellowships oriented directly to biotechnology. The activities take place all over Latin America and the Caribbean and help build the technical capacities of young researchers who are dealing with the improvement of human, animal, and plant health conditions, the increase of food production in quantity and yield, the development of microbiology-based solutions for diverse small and medium industries, and the amelioration of key environmental problems in the region (by bioremediation, biolixiviation, exploration of alternative bioenergy sources, etc.).

Collaboration Highlights

Probably one of the most fruitful academic interactions that BIOLAC has had so far is with the Instituto Pasteur in Montevideo. Although there is no signed agreement, this fact has not prevented the emergence of a mutually beneficial interaction between both institutions, which is reflected in a high number of successfully supported events, as well as a high number of students trained at the Institute's facilities. In addition, the academic staff of the Pasteur Institute have always actively supported the operation of the program and the dissemination of its activities in the region.

UNU-CPR Programme and Budget B2024-2025

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

The FAST initiative mobilizes the financial sector against modern slavery and human trafficking, working with a range of government, private security and philanthropic partners. Fundraising efforts are underway to continue the project into a next phase III in the 2024-2025 biennium. Relevant SDG: 8.7

The potential of migration to contribute to the development and delivery of the SDGs is widely acknowledged but remains unrealized. The Equitable Development pillar fills this gap through research and a roundtable series, which brings together UN agencies, Member States, international and civil society organizations and academics to explore the evidence on development and migration. It offers unique analysis into the barriers to more equitable mobility regimes.

Contribution to UN policy processes: UNU-CPR's Director represents UNU on the High-Level Committee on Programmes (HLCP) and actively contributes to the UN's stance on data governance. He is also Sherpa to UN Sustainable Development Group and CEB, where he promotes UNU positions on key agendas selected by the SG, such as the reform of the global financial architecture. UNU-CPR is actively contributing to the elaboration of a Global Digital Compact and is championing over a dozen recommendations from the report of the High-Level Advisory board on Effective Multilateralism (HLAB) which seek the transformation of key parts of the United Nations, including the functioning of the Peacebuilding Commission, and efforts to tackle Transnational Organization Crime.

Biennium

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
Conflict Prevention and Sustaining Peace	Peace and Security	5 personnel	276

UNU-CPR’s work in this area includes in-depth field-driven research on conflict dynamics, armed groups, and transborder issues like arms flows, organized crime and illicit financial networks, and climate-security dynamics. UNU-CPR also maps and identifies emerging responses to climate-security issues and other environmental contributors to conflict. The Centre’s research explores emerging areas related to non-state armed groups and hybrid warfare dynamics.

Performance Measure(s)

- Outcomes include policy-focused, but field driven research that contributes to policy debates and practitioner tool development, and active support to the learning and practice of those engaged in resolving conflict and nurturing peace through a range of partnerships across the UN system and with those engaged in peace operations.

Equitable Development	Social Change and Economic Development	9 personnel	756
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The overarching objective of this area of work is to increase understanding of the complex relationships between development and inequality, with the aim of embedding this understanding in intersectoral and intergovernmental policy approaches that reduce inequality. A key sub-project is the Finance Against Slavery and Trafficking multi-stakeholder initiative that works to mobilize the financial sector against modern slavery and human trafficking.

Performance Measure(s)

- Outcomes include in-depth field-driven research on the relationships between inequality and development in the context of the Global South. This will include research and policy analysis on specific thematic issues including better understanding of the drivers of inequality and development. Success of the FAST programme will see governments and multilateral actors incorporate modern slavery risk into financial regulation and public lending and investment, and the financial sector incorporate efforts to reduce modern slavery and human trafficking risk into its business activities.

Anticipatory Action and Innovation	Social Change and Economic Development	1 personnel	54
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This Pillar aims to provide guidance to the UN system on the use of predictive analytics for short- and long-term foresight, notably in contexts of humanitarian crises and climate change. This means providing methodological and policy guidance for the UN system’s use of artificial intelligence, innovative data sources, and other new technologies.

Performance Measure(s)

- Facilitate development and uptake of recommendations flowing from the HLAB report on Effective Multilateralism on a Global Architecture for AI.
- Outcomes will also focus on prevention efforts by the UN system and building a foresight capacity, delivering scenario-based futures analyses, identifying new trends that may affect the work of the multilateral system, and offering innovative solutions for them. It already plays a critical role in the Secretary-General’s newly launched Futures Lab for which UNU-CPR operates the Geneva branch. This pillar is also actively contributing to discussions on a UN position on Artificial Intelligence.

Training, Teaching and Capacity Development Activities

UNU-CPR’s FAST project has successfully provided free e-learning courses which have been taken by hundreds of students and professionals. Courses offered are in partnership with other organisations and are:

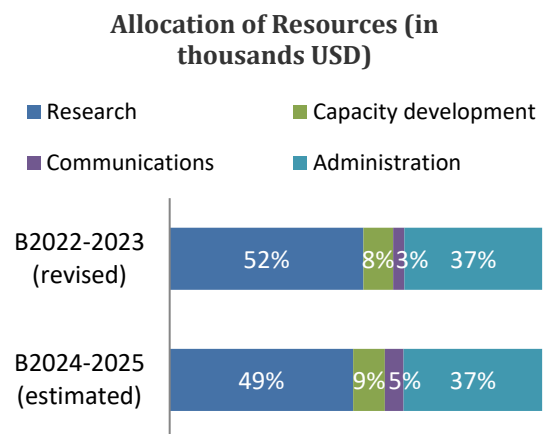
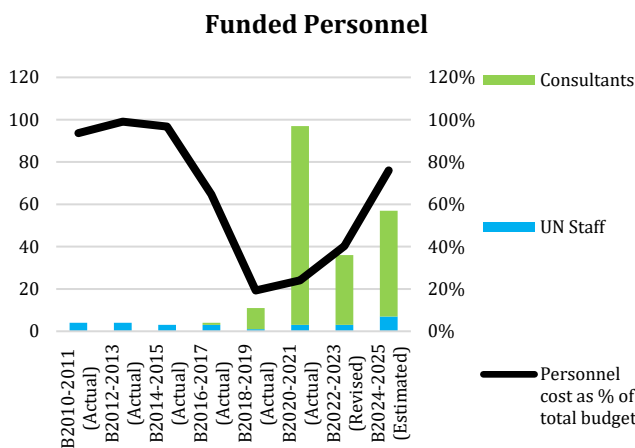
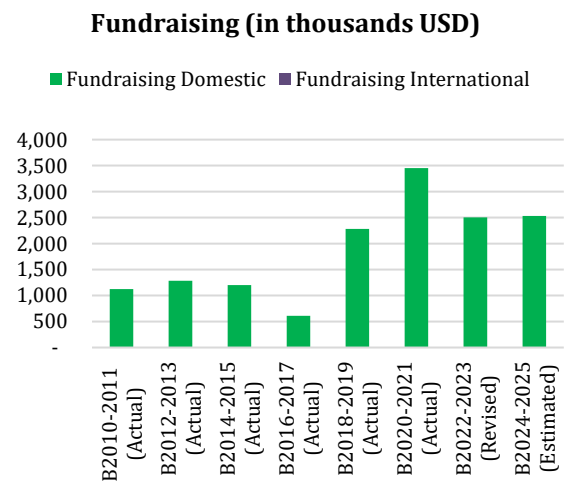
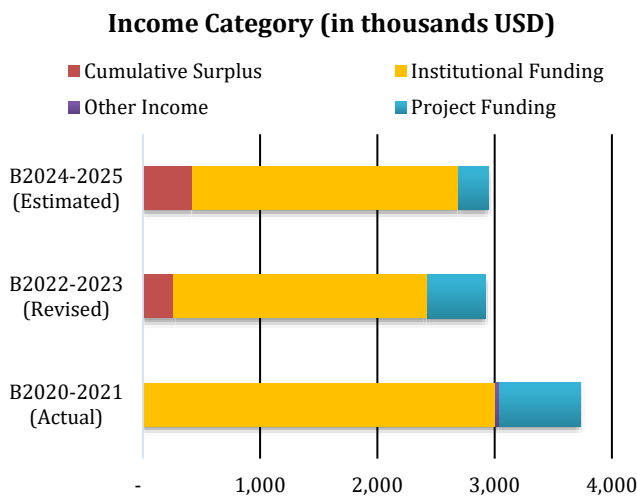
ACAMS and FAST’s Fighting Modern Slavery and Human Trafficking Certificate, 1,922 unique enrollments
 ECOFEL and FAST’s Modern Slavery Course for Financial Intelligence Units (FIU), 200 unique enrollments
 FAST’s E-Learning Module for South East Asia Government Officials, 411 unique enrollments.

Collaboration Highlights

The Igarape Institute, a Brazilian-based think tank and through their Executive Director, helped to develop and disseminate the HLAB report which UNU-CPR delivered to the Secretary-General in April, 2023. Collaboration with the Igarape Institute will continue in the next biennium on dissemination of the HLAB report in the lead up to the Sept 2024 Summit of the Future. UNU-CPR is exploring collaboration with New America Foundation on digital governance, building on the HLAB recommendations and NAF's Future of Global Digital Governance effort. Collaboration will continue with Peacebuilding Support Office (PBSO) to inform prevention and conflict resolution initiatives in the field, building on Thematic Reviews undertaken by UNU-CPR to examine past practices and promising innovations in specific areas of peacebuilding. New work is launching with DPPA on elevating the Peacebuilding Commission.

UNU-CRIS Programme and Budget B2024-2025

The UNU Institute on Comparative Regional Integration Studies (UNU-CRIS) is a research and training institute of the United Nations University, based in Bruges (Belgium). UNU-CRIS focuses on new patterns of regional cooperation and multi-level governance worldwide, centring on the implications of these changing patterns for public policy. Through its research and capacity-building activities, it connects scholarly knowledge with policy, and directly contributes to the 2030 Sustainable Development Agenda.



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)
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Regional Integration Knowledge System (RIKS)	Social Change and Economic Development	0.5 personnel	14
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This programme includes the design, implementation, and updating of a data platform on regional integration. The database provides information and data for researchers working on regional integration and organizations. 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 (RPGs)	Social Change and Economic Development	1 personnel	256
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This programme seeks to examine some of the key regional public goods in areas such as migration and social policy, economic interactions, digital governance, and climate, nature and health. It explores how governance structures are constructed, and how, within each of these areas, greater cooperation can lead to greater benefits for all. The knowledge produced by this programme will inform the policies of regional and other decision-making bodies worldwide.

Performance Measure(s)

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

Regions and Cities Governance Lab (Re-LAB)	Peace and Security	0.5 personnel	[in kind]
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The Regions and Cities Governance Lab (Re-LAB) focusses on the institutional dynamics of regions. It aims to explore the capacity and actorness of the governance levels beyond the nation-state and their evolution as new actors in the international sphere, as it is the case with substate regions and cities or as actors under stress and in need to reform in the case of regional organisations. It includes also the study of inter-regionalism. This cluster considers the world itself as a laboratory of continuous adaptation.

Performance Measure(s)

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

Capacity Development	Peace and Security	0.5 personnel	50
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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 both human and institutional capacity-building utilising seasonal schools, doctoral schools, on demand trainings, traineeships/internships, and visiting research stays.

Performance Measure(s)

- Organize the School of Modern Diplomacy; Doctoral School on Latin-American and Comparative Regionalism; Summer School on Comparative Regionalism

Innovation and Programme Development Fund			242
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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 the universities of Ghent and Brussels (VUB), it hosts a number of PhD researchers for periods of four years. UNU-CRIS provides capacity building on demand for regional organizations, other public authorities, and educational institutions. It organizes an annual School on Modern Diplomacy (with the Diplomatic Academy, Vienna, and the Ministry of Foreign Affairs and Regional Integration, Ghana), an annual Doctoral School (with the Universidad Andina, Quito and other partners), and an annual Summer School on Comparative Regionalism (with Airlangga University, Indonesia, and KAZGUU University, Kazakhstan).

Collaboration Highlights

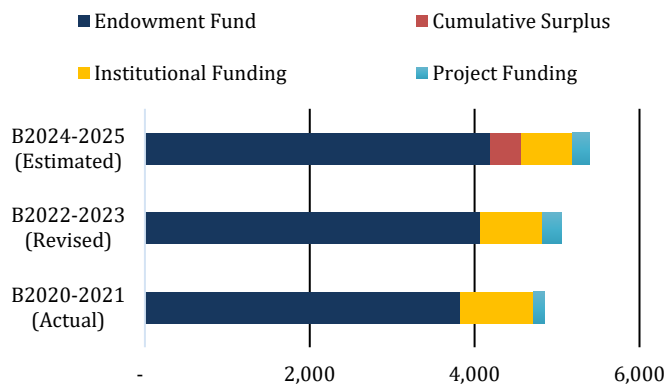
UNU-CRIS collaborates with organisations and scholars around the world, reflecting its global mandate and belief in the need for many perspectives in addressing cross-border challenges. These entities include the United Nations representations in Brussels, UNDP, the United Nations Economic Commissions for Europe and for Latin America and the Caribbean, International Organization for Migration, FAO, UNESCO, UN-WATER, World Health Organization, World Meteorological Organization, World Trade Organization, Association for the United Nations (VVN), Academic Council on the United Nations System (ACUNS), Economic Research Institute for ASEAN and East Asia (ERIA), Organization of Eastern Caribbean States (OECS), EU institutions. Major external collaborations include:

- Contribution to UN World Water Development Report 2023 (UNESCO),
- Consultancy project to Develop a Methodological Framework to Monitor and Measure Regional Integration and Development Progress of the OECS Region (OECS)
- Report on The African Union: The African Political Integration Process and Its Impact On EU-AU Relations in the Field of Foreign and Security Policy (European Parliament's Committee on Foreign Affairs)

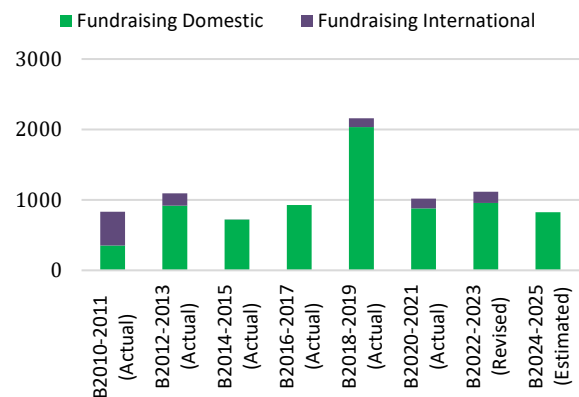
UNU in Macau Programme and Budget B2024-2025

United Nations University Institute in Macau is a research institute at the intersections of digital technology and sustainable development. The Institute conducts training/education especially for the global south, and policy-relevant research and addresses the pressing challenges of UN 2030 Agenda for Sustainable Development through high-impact innovations and frontier technologies.

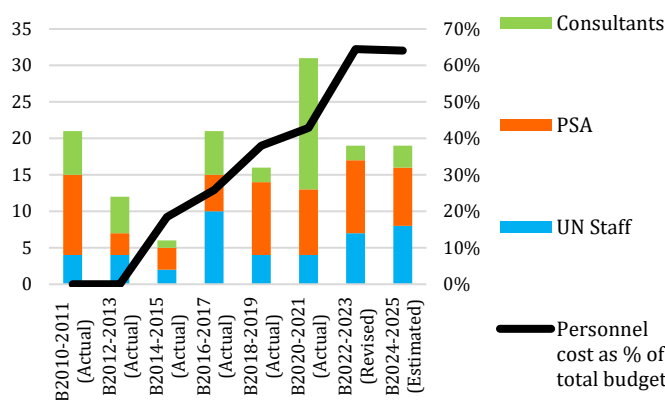
Income Category (in thousands USD)



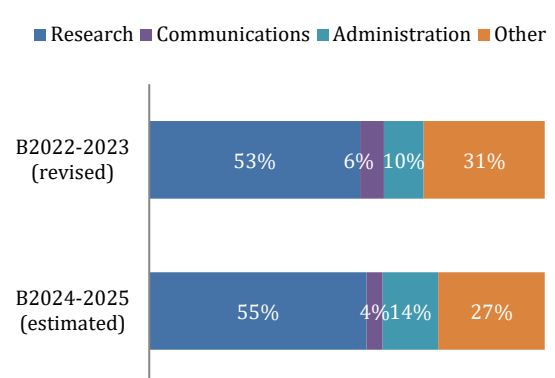
Fundraising (in thousands USD)



Funded Personnel



Allocation of Resources



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 (SRS) 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).

Biennium

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
Research Seed Program	Social Change and Economic Development	10 personnel	110

This seed grants program is an internal UNU-Macau program to stimulate new research activities in the Institute and help staff members to obtain external funding. The main objectives are to explore new research ideas or innovative policy activities, help to generate new grants, reinforce existing or create new partnerships, collaborations, related to the key performance indicators of the Institute.

Performance Measure(s)

- Support one of the two Institute research priorities: a) Systems Thinkings and Modelling to achieve Sustainable Development Goals b) Participatory Approach to support more humane values in Technology.
- Help the Institute generate more SPCs

Training and Education	Social Change and Economic Development	5 personnel	20
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To conduct capacity building projects for youth, including joint degree programs and short-term trainings, especially those from global south.

Performance Measure(s)

- To provide an opportunity for youths to increase their professional expertise and knowledge, as well as interdisciplinary research abilities on digital technology and SDGs.

EQUALS-EU	Social Change and Economic Development	5 personnel	7
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UNU Macau is participating in EQUALS-EU to support a global exchange of knowledge and good practices on gender digital inclusion in technology and innovations, and to highlight the role of Macau in pursuing international digital equality efforts.

Performance Measure(s)

- The Equals Research project contributes to the mission of UNU Macau to collaborates with local and global partners to co-design research agendas on sustainable digital technologies, which support evidence-based decision-making for implementing programs and policy on gender equality in Guangdong-Hong Kong-Macau Bay Area.

Operations Manager seconded from Ministry of HR & SS CHN	Social Change and Economic Development	1 personnel	202
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MOHRSS China is in partnership with UNU Macau by designating an individual to be seconded to UNU Macau as operations manager

Performance Measure(s)

- To build a closer cooperation with host country government.

Innovation and Programme Development Fund			20
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Training, Teaching and Capacity Development Activities

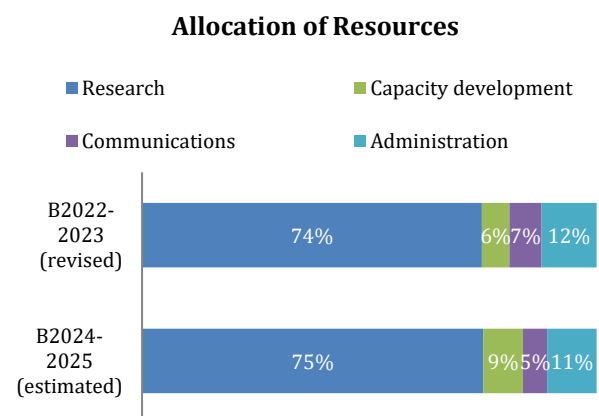
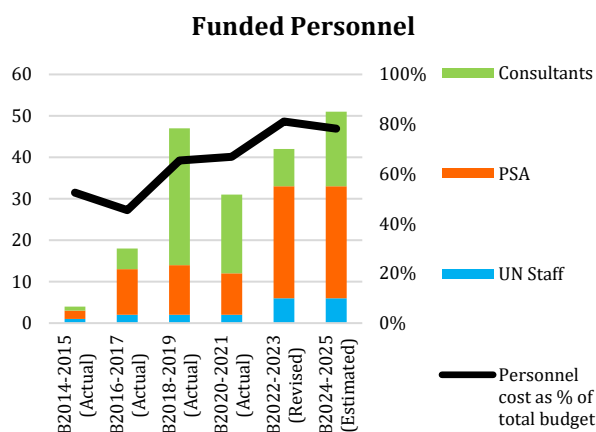
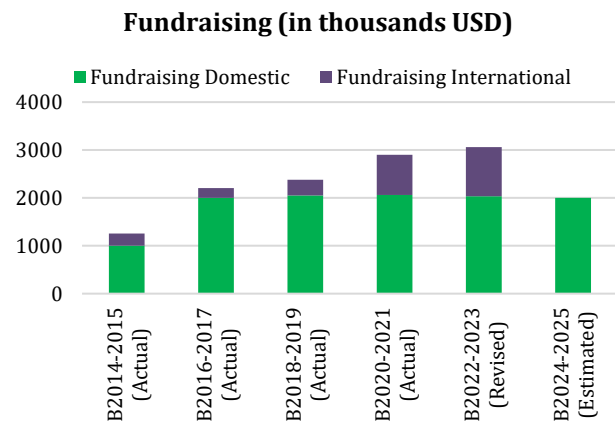
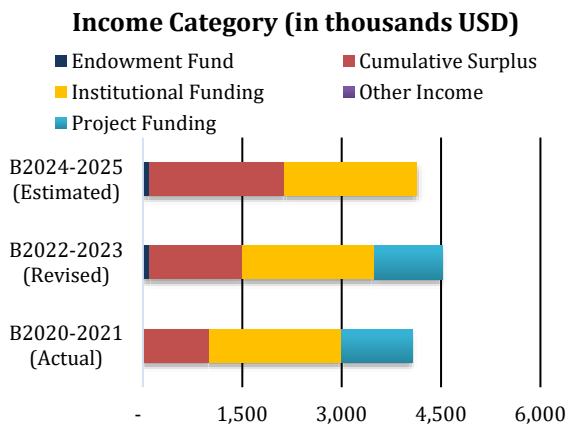
Develop capacity on digital technology and sustainable development for government officials and youth in the global south.

Collaboration Highlights

UNU Macau participated in the International Telecommunication Union (ITU) project: "Gender-based AI policy in Southeast Asia: Enhancing the Development of Standards and Frameworks for Critical Technologies in Southeast Asia". The project was aimed at understanding the current state of AI and AI policy in the region by looking into the specific cases of Malaysia, Indonesia, Thailand and the Philippines. It also provided a framework for the training of policymakers to inform the development of gender-sensitive policies. To contain the pandemic through accurate, real-time and data-driven measures, it is urgent to establish collective intelligence capabilities that involve all stakeholders. To further explore this, UNU Macau joined efforts with the International Digital Health & AI Research Collaborative (I-DAIR) in an ongoing project that shows how participatory modelling can be used to prepare for the next pandemic.

UNU-EGOV Programme and Budget B2024-2025

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.

Biennium**Research Programmes**

Programme Name	Theme(s)	Personnel	USD (thousands)
Digital Transformation for Better Governance and Sustainable Development	Social Change and Economic Development	4 personnel	218

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	12 personnel	303
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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 2024-2025 biennium will include:

- Designing capacity building programmes based on a needs assessment of the beneficiary country/entity with inputs from past experiences in Egypt, Qatar and Saudi Arabia.
- Collaboration with different entities in designing and developing MOOCs directed to public officials and citizens in general in multiple areas of digital transformation in government and society in general.
- A Government fellowship programme for civil servants from EGOV 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 EGOV" through a training research programme for PhD students enrolled in PhD programmes in the University of Minho;
- The global coordination and supervision of PhD students conducting their EGOV thesis in Portuguese universities;
- 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 governmental partners;

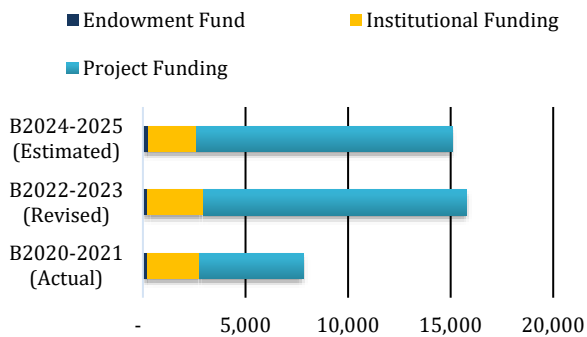
Collaboration Highlights

Collaboration with UNDESA. UNU-EGOV will collaborate with UNDESA in the preparation of the UN e-Government Survey 2024, by leading a worldwide assessment of e-government development at a local government level. 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 UN e-Government Survey is a reference publication used by Governments worldwide as a tool for benchmarking and benchlearning within the e-Government domain and to shape their e-government policies and strategies.

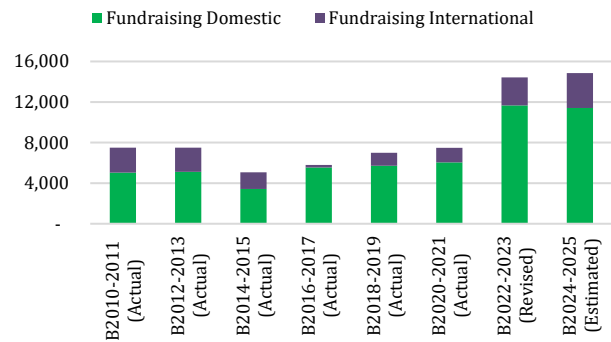
UNU-EHS Programme and Budget B2024-2025

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 UNU-VIE and the United Nations Framework Convention on Climate Change (UNFCCC), the "UNFCCC-UNU Early Career Climate Fellowship Programme".

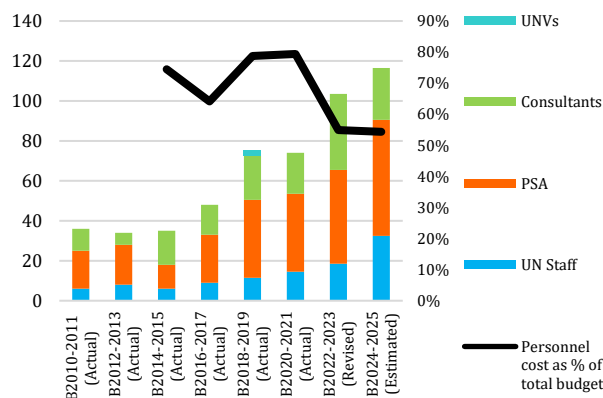
Income Category (in thousands USD)



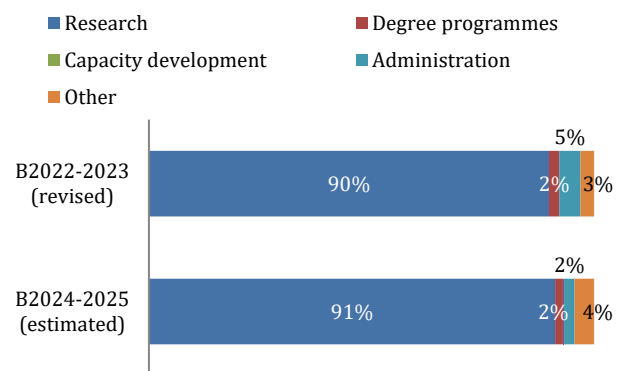
Fundraising (in thousands USD)



Funded Personnel



Allocation of Resources



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.

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
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UNU-EHS Flagship Report	Climate Change and Energy	5 personnel	809
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Interconnected Disaster Risks is an annual science-based flagship report for the general public and policy makers from UNU-EHS. It aims at increasing the visibility of UNU-EHS by presenting EHS' research results in an innovative way. It was first published in 2021 with global success and attracted broad international media attention. The report analyses ten disasters each year and how they are interconnected with each other and with human actions. It seeks to explain the interconnections that might otherwise be missed, and describes how we can develop solutions to use these connections to our advantage. At the same time, the report is based on thorough scientific analysis and includes technical background reports for each of the ten disasters

Performance Measure(s)

- UNU-EHS' strategy aims to increase the visibility and influence of EHS' work by reaching specific target groups such as scientific community, UN system, policy makers and the general public. The outcome of the flagship report is the outreach to all these groups with a technical report for science orientated readers and a media report for policy makers and the general public. As in previous years, we anticipate up-take of relevant UN agencies and follow-up events with these agencies, extensive media reaction and up-take of international and national media outlets as well as policy makers worldwide.

Munich Climate Insurance Initiative (MCII)	Climate Change and Energy	25.5 personnel	3,605
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MCII generates and promotes 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)	Climate Change and Energy	7 personnel	594
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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)	Climate Change and Energy	7 personnel	452
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Biennium

EVES advance 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 pursue 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.

**Global Mountain Safeguard
Research (GLOMOS)**

Climate Change and Energy

6 personnel

822

Global Mountain Safeguard Research (GLOMOS) is a collaborative scientific program between UNU-EHS and Eurac Research. GLOMOS conducts applied and transdisciplinary research to support mountain livelihoods and sustainable mountain development. Hence, it facilitates a greater recognition of mountain issues within science-informed policymaking and international frameworks, such as the 2030 Agenda for Sustainable Development.

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)**

Climate Change and Energy

5 personnel

212

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)

- Acquisition of new projects through third party funding
- 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)**

Climate Change and Energy

9 personnel

4,697

Biennium

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

1,328

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

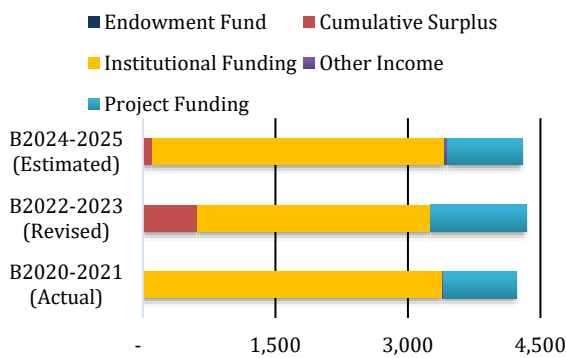
The Munich Climate Insurance Initiative (MCII) is a long-term partnership with other academic (LSE, IIASA), private sector (MunichRe, Allianz, Hanover Re) and civil society actors (Germanwatch, Results UK). The initiative has provided major contributions and momentum to the climate risk insurance discourse. Prototype Climate Insurance frameworks were pioneered in Pakistan and the Caribbean. Since 2016, MCII is mandated by GIZ and the Federal Ministry for Cooperation (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, UNU-VIE 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.

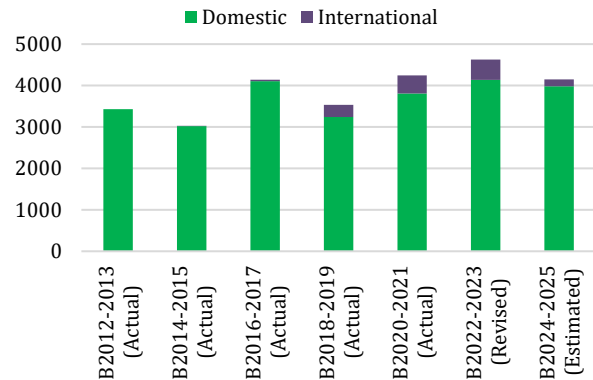
UNU-FLORES Programme and Budget B2024-2025

The UNU Institute for 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.

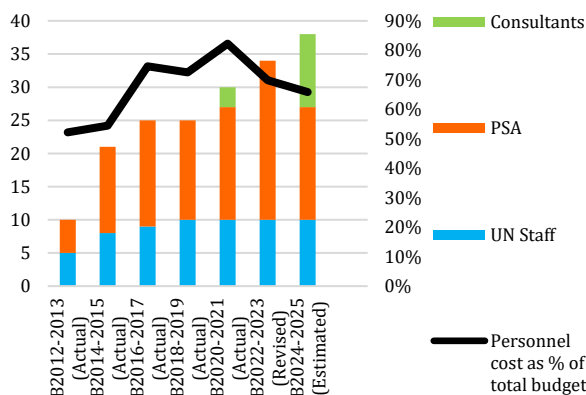
Income Category (in thousands USD)



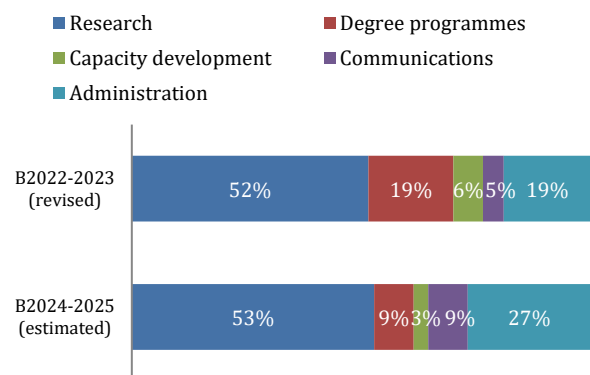
Fundraising (in thousands USD)



Funded Personnel



Allocation of Resources



Targeted Sustainable Development Goals and Major Policy Processes

Following the Resource Nexus perspective, the work of the institute focuses on all SDGs specifically related to environmental resources, namely water, soil, energy, land, biodiversity, climate change, and waste. SDGs 6 (Clean Water and Sanitation), 7 (Affordable and Clean Energy), 9 (Industry, Innovation and Infrastructure), 11 (Sustainable Cities and Communities), 12 (Responsible Consumption and Production), 13 (Climate Action) and 15 (Life on Land) are interconnected with one another, biophysically and socially. UN Member States and the UN System must sustainably manage environmental resources to collectively achieve the SDGs. To this end, all of the Institute's doctoral research projects are connected to the UN Development Coordination Office or other UN entities. Moreover, the SDGs are one of the guiding principles for developing project proposals and for presenting updates in a weekly Jour Fixe. The Resource Nexus is also a critical concept for tackling the SDGs. By highlighting the synergies and trade-offs of environmental resources management strategies in the work, it can help identify challenges to minimise unintended consequences of management practices. Finally, all of the Institute's projects and performance appraisal reports follow the Theory of Change logic. Outcome and impact are connected to the SDGs.

Biennium

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
Resource Nexus for Sustainability Transformation (NEXtra)	Climate Change and Energy	24 personnel	164
<p>NEXtra aims at applying the Resource Nexus to developing science-based and practice-oriented sustainability transformations as well as monitoring their impact. It contributes to the advancement of nexus approaches in environmental assessment and management through education, inter- and transdisciplinary research, and advocacy for the Resource Nexus in the scientific community, the UN and its member states, and the community of practice.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> • Uptake of scientific results by the UN system • Graduation of doctoral students 			
Resource Nexus Analytics, Informatics and Data (AID) Research Programme	Climate Change and Energy	24 personnel	559
<p>The Research Programme turns UNU-FLORES into the global hub for Resource Nexus Analytics, Informatics, and Data (AID). It focuses on identifying, developing, and promoting data, information, computational techniques, and analytical tools that facilitate the sustainable management of water, soil, waste, energy, and geo-resources based on nexus thinking.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> • Uptake of scientific results by the UN system • Graduation of doctoral students 			
Innovation and Programme Development Fund			196

Training, Teaching and Capacity Development Activities

Education and Capacity Development (SDG 4: High-quality education) is one pillar of the Institute’s Governance Structure and meanwhile an integral part of all UNU-FLORES projects. Two GIZ projects in Bangladesh and Namibia have an education focus. As one major element of the work, doctoral programmes are offered with all faculties of the strategic partner Technische Universitaet Dresden (TU Dresden). Regular Nexus Seminars are organised as well as the Dresden Nexus Conference, which will be advanced to a Dresden Nexus Community (from DNC 1.0 to DNC 2.0). Staff members teach in master courses offered by CIPSEM and the ABCD-Centre and developed Master Theses opportunities for students worldwide. The next biennium will see UNU-FLORES developing a Knowledge Academy for the Resource Nexus (KARE).

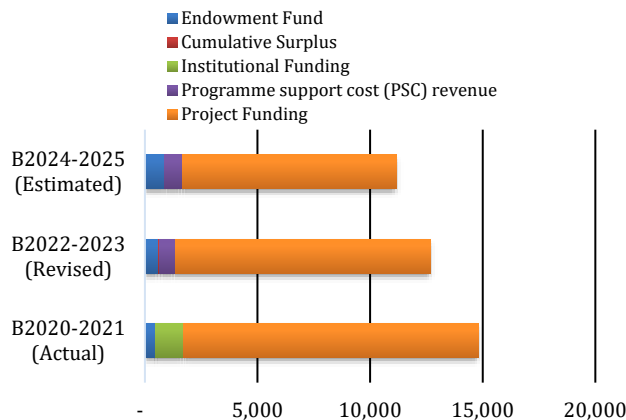
Collaboration Highlights

- UNU-FLORES expanded the cooperation with its strategic partner TU Dresden in several areas:
- Expansion of the Doctoral Research programmes to other faculties
 - Institutionalization of the organization of the Dresden Nexus Conference with TU Dresden and Leibniz Institute of Ecological Urban and Regional Development
 - Establishment of a master theses fellowship programme
 - Joint professorships: senior scientists can become professors at TU Dresden and vice versa
 - UNU-FLORES is a member of DRESDEN-concept
 - The Director of UNU-FLORES is the UNU Representative Senior Official at EMG

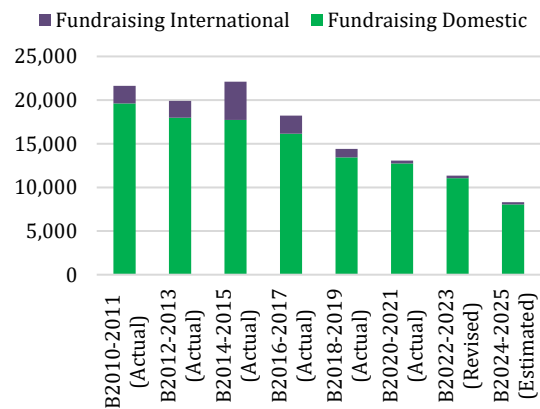
UNU-IAS Programme and Budget B2024-2025

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.

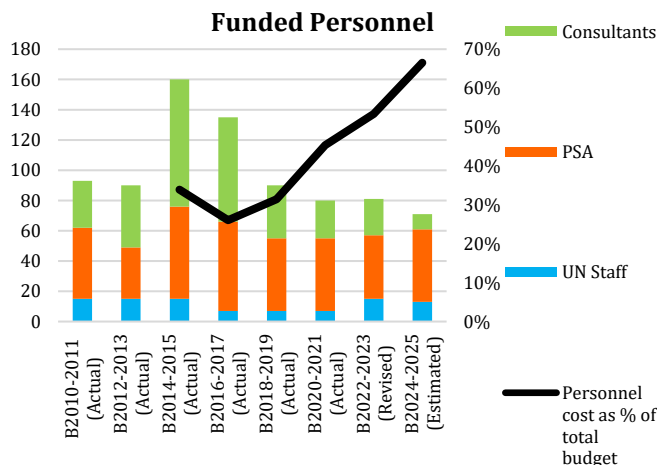
Income Category (in thousands USD)



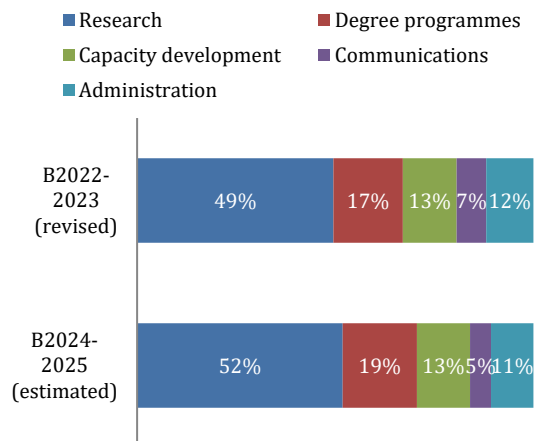
Fundraising⁸ (in thousands USD)



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**

⁸ While the contribution received in the local currency has moderately decreased by 6-14%, the exchange rate has increased by nearly 30% since the Biennium 2018-2019, which resulted in a noticeable decrease in overall fundraising for the past few biennia.

Biennium

This programme will directly target SDG 4 (quality education) and contribute to the new Education for Sustainable Development (ESD) for 2030 framework.

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
Biodiversity and Society	Climate Change and Energy	9 personnel	1,682

This programme advances human–environment solutions to accelerate transformational change toward living in harmony with nature. It provides evidence-based inputs for implementing the Kunming–Montreal Global Biodiversity Framework. As the secretariat of the International Partnership for the Satoyama Initiative (IPSI), UNU-IAS mobilises more than 300 member organisations across the globe. Capacity development supports governments and other stakeholders in applying landscape approaches and promotes participatory, inclusive management.

Performance Measure(s)

- Conduct scientific assessment and modelling of biodiversity and ecosystem services to support policymaking for their sustainable use. The programme will provide scientific inputs for assessments of the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES) and produce publications focused on scientific assessment.
- Develop and promote approaches for landscape and seascape management to advance the sustainable use of biodiversity and ecosystems. The programme will advance implementation of the Kunming–Montreal Global Biodiversity Framework, and produce both academic and policy-oriented publications, including the annual Satoyama Initiative Thematic Review (SITR).

Water and Resource Management	Climate Change and Energy	5 personnel	729
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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	8 personnel	1,050
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The ESD project aims to contribute to international initiatives such as ESD for 2030 and the 2030 Agenda through research, capacity building, outreach, and partnerships. It promotes ESD through multi-stakeholder partnerships at the local level and transdisciplinary approaches in higher education, particularly by mobilising the global and regional networks led by UNU-IAS, namely RCEs and ProSPER.Net.

Performance Measure(s)

- Advance the ESD for 2030 agenda by exchanging and promoting good practices, contributing to policy dialogue, and sharing expert knowledge (including through events and knowledge products such as academic and policy-oriented publications).
- Develop a repository of evidence-based action-oriented pedagogies for effective ESD

Postgraduate Degrees and Training Programme	Climate Change and Energy	8 personnel	3,591
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Biennium

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. SDG-Universities Platform will be implemented to mobilise efforts by Japanese universities on the SDGs.

Performance Measure(s)

- Maintain a critical mass of outstanding students while ensuring high teaching quality, and expanding joint teaching arrangements with leading universities.
- Enhance the engagement of students in UNU-IAS research projects, providing students with valuable experience and contributing to UNU-IAS research outcomes on global issues.

Strategic Programme	Climate Change and Energy	8 personnel	1,050
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This programme mobilises knowledge, expertise, and partnerships to strengthen governance and policymaking processes for sustainable development. It advances 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. It implements capacity building for local policymakers in the Asia-Pacific region, and outreach of UNU-IAS knowledge products through the Global Environmental Outreach Centre (GEOC) and Communications unit.

Performance Measure(s)

- Advance global policy dialogue on sustainable development and synergies with other pressing agendas including climate change and biodiversity.
- Contribute to mainstreaming SDGs into the policy frameworks of national and local governments by providing the latest knowledge on sustainable finance and monitoring of the impacts of policies and measures on the SDGs.
- Build the capacity of stakeholders for enhancing knowledge on the SDGs and contributing to implementation.
- Strengthen links with civil society by forming new partnerships with leading universities, non-governmental organizations, and the private sector.

Operating Unit Ishikawa/Kanazawa OUIK	Climate Change and Energy	5 personnel	1,178
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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.
- Advance localisation of the SDGs in the region, in close collaboration with local partners.
- 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			421
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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 double degree programme with the University of Tokyo. UNU-IAS also provides postdoctoral fellowships, and a range of innovative short courses. Students are encouraged to engage in the institute's research projects. IAS organizes the Global Seminar for students in Japanese Universities. The Global Leadership Training Programme in Africa (GLTP) is provided for postgraduate students to advance leadership for sustainable development in Africa.

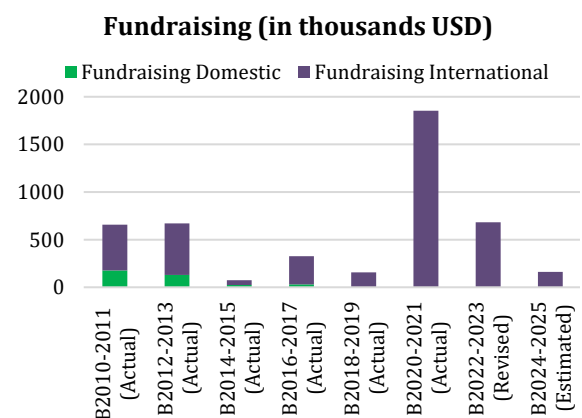
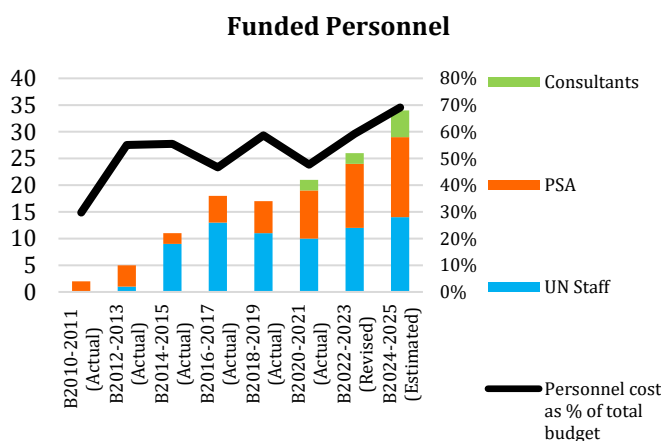
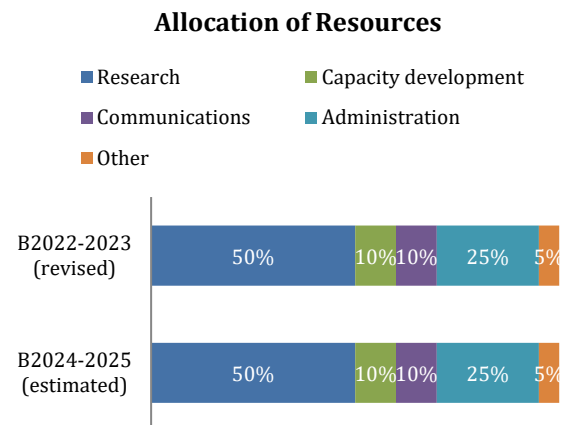
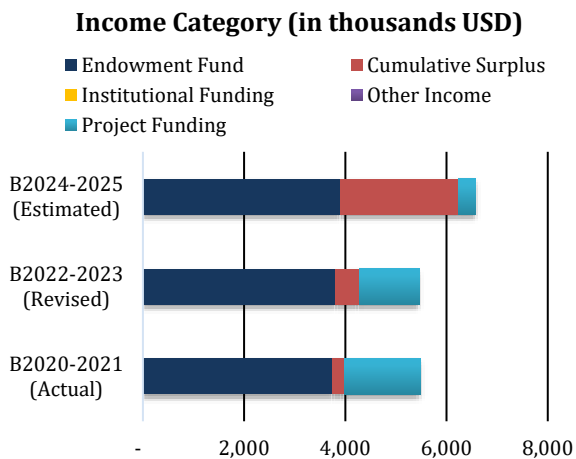
Collaboration Highlights

Under the UNU-IAS Strategic Plan 2020-2024, the institute will scale up results by aligning activities with global agendas and priorities such as the 2030 Agenda for Sustainable Development, climate action under the Paris Agreement, and action to conserve biodiversity under CBD.

- UN ESCAP and UN Habitat: Since 2019 UNU-IAS has been building a network of mayors in Asia and the Pacific to strengthen leadership for achieving the SDGs, in collaboration with UN ESCAP and UN-Habitat, the Mayors Academy for Sustainable Urban Development. It provides a framework for short to medium-term planning and action towards the adoption of more sustainable development pathways.
- CBD Secretariat: UNU-IAS has been working closely with this key strategic partner on development and implementation of the Kunming–Montreal Global Biodiversity Framework, providing evidence-based inputs. UNU-IAS is supporting the CBD Secretariat in analysis of National Biodiversity Strategies and Action Plans (NBSAPs) and contributes actively to key CBD meetings including COPs.

UNU-IIGH Programme and Budget B2024-2025

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.



Targeted Sustainable Development Goals and Major Policy Processes

UNU-IIGH addresses the policy dialogue in the interface between SDG3 (Good health and well-being) and SDG5 (Gender equality): Can gender mainstreaming strategies demonstrate a significant improvement in health and wellbeing? Or would approaches that focus primarily on addressing health outcomes devalue efforts towards gender equality? This work is undertaken in collaboration with gender specialists across UN health implementing agencies, particularly the WHO. UNU-IIGH also engages across the UN system, Member States, and civil society through partnerships such as the M8 Alliance to address intersections between SDG3 and non-traditional health sectors. These include universal health coverage, palliative care, primary health care, innovations for implementation, community engagement, and the health workforce. There is strong engagement with the broader UN system through the UN Country Team and regional initiatives like the Asia Pacific Observatory for Health Systems.

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
Addressing Global Health Accountability Deficits	Social Change and Economic Development	6 personnel	536
<p>Key elements of work:</p> <ul style="list-style-type: none"> - Research and convening on global health governance and accountability systems. - Support for systems strengthening and institution building in South Asia to improve child nutrition. <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> • Concrete recommendations, proposals and instruments to plug documented accountability deficits within the global health complex. • Documented country case studies of policy makers and researchers in South Asia working together to improve evidence-based policy and policy implementation. 			
Gender and Intersectional Integration for Health Equity	Social Change and Economic Development	6 personnel	200
<p>This programme of work consolidates experiential knowledge and evidence, highlighting strategic and practical approaches to overcoming underlying gender and intersectional factors inherent in health programs, policies, priorities, and investments. The work is conceptualized and co-developed with multi-stakeholder partners, particularly in the global south, leveraging country experiences for global and regional decision-making, and south-south knowledge sharing.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> • Improved evidence-informed integration of gender and intersectionality in health prioritization, investments, policy and programmes in women’s health at country and regional levels; UNU-IIGH recognized as a thought leader and strategic partner on gender and intersectionality in women’s health particularly in Global South. 			
Digital Health Governance	Social Change and Economic Development	5 personnel	120
<p>UNU-IIGH is uniquely positioned to serve as a hub for South-South learning. By bringing together academics, professional associations, researchers, and policymakers, the Institute facilitates the involvement of local professionals in global public health activities with a particular focus on South-South collaborations and capacity building.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> • Strengthened capacity in the Global South to generate and utilize global public health evidence. • Strengthened network for South-South learning and collaboration. 			
Capacity Development	Social Change and Economic Development	1 personnel	80
<p>This programme supports modest stipends for interns, UNU-IIGH "Fellows in Residence", programmes for early to mid-career global health academics, and policymakers.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> • 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. 			

Biennium

Postgraduate Training	Social Change and Economic Development	1 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. 			
Climate Justice and Determinants of Health	Social Change and Economic Development	6	100
<p>Key elements of work include research and convening on Climate, migration and health nexus and establishment and development of a health societies hub.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> • Identify, develop, translate, document and disseminate knowledge products and analytical tools from evidence review, policy analysis, and strategic convenings (exchange of knowledge). • Build a foundation of strategic networks and partnerships across the UN system, government ministries, academic institutions, civil society organizations, local and regional philanthropic institutions, and the private sector with a particular focus on the Global South (including indigenous people, women and youth organizations). • Strengthen capacity for research, advocacy, local decision-making, and policy development through training and capacity-building programs, particularly targeting policymakers, researchers, youths and local communities in LMICs. 			
Innovation and Programme Development Fund			110

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 received an IDRC grant focusing decolonisation of global health to promote the UN Charter and amplify the Global South's perspectives via the Catalysing Policy Improvements in Africa project, partnering with Senegal, Burkina Faso, Tanzania, Mozambique, Uganda. A second IDRC funded project, Changemakers, focused on youth-led feminist engagement across sub-Saharan Africa.

Established the Gender Health Policy Hub from the Bill and Melinda Gates Foundation. The hub strengthens collaboration with WHO, UN Women, UNDP, and other stakeholders to consolidate and generate policy-relevant evidence on effective interventions and best practices for integrating gender in health programming. The evidence supports the efforts to promote gender equality through SDG 3 Global Action Plan.

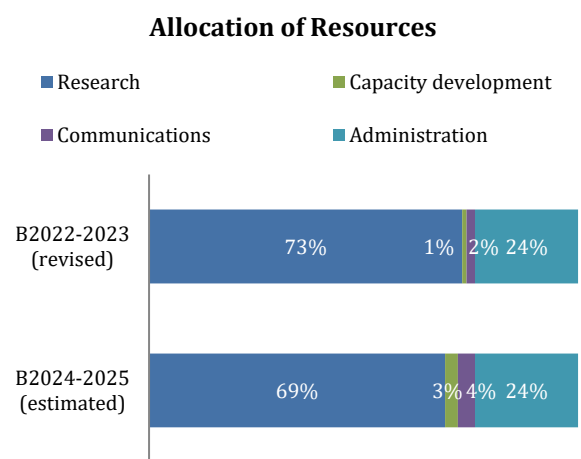
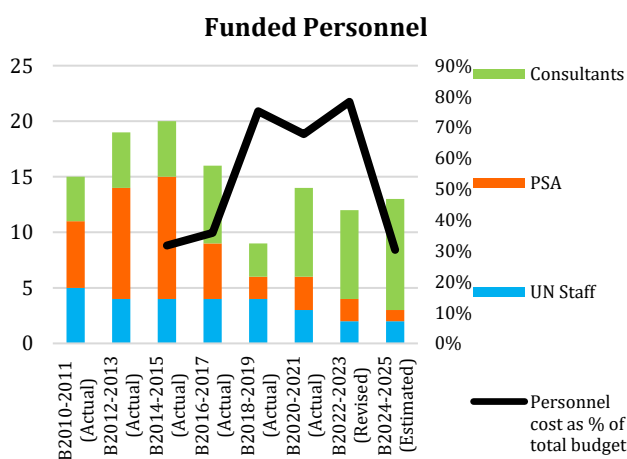
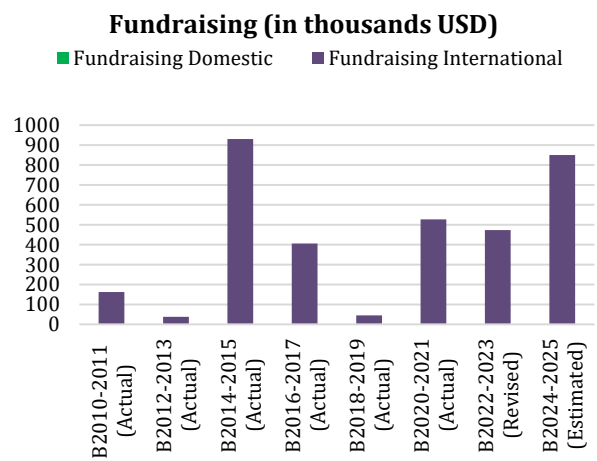
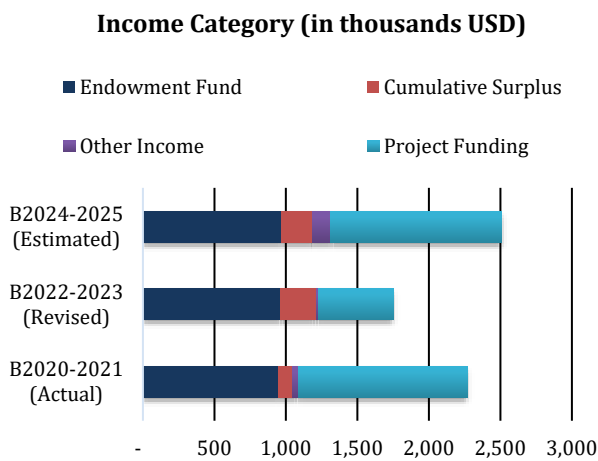
Biennium

Successfully launched a Massive Open Online Course (MOOC) on Gender & Intersectionality in Implementation Research (IR), a MOOC in IR in the Western Pacific Region, and a Gender MOOC, and developed a localised mini-MOOC in IR for the Malaysian context.

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 B2024-2025

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

Our research work is directly contributing to achieving SDG 7 (affordable and clean energy) and SDG 13 (climate actions) with impacts that can be felt on 15 out of the 17 SDGs. Just energy transition research which put people central to all energy transition decisions is linked to gender equality (SDG 5), jobs (SDG 8), good health and wellbeing (SDG 3). Energy research has implications for food security (SDG 2), poverty eradication (SDG 1), transport (SDG 9), sustainable cities (SDG 11) and indirect links to other SDGs. Programmes to promote higher education and research to leverage knowledge for a new boon relates to proving quality education (SDG 4). Through its *policy-to-research solution research programme*, the institute generates quality evidence that will guide policy actions in the energy sector in Africa. Foresight intelligence reports on key areas of relevance will be produce, dialogues meetings convene with key partners such as AUC, ECA, AfDB and policy makers to influence policy at sub-regional and continent levels. Selected African countries that will benefit directly from projects will be directly engaged in partnership with local actors to address policy issues.

Research Programmes

Programme Name	Theme(s)	Personnel	USD (thousands)
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Transition Towards Land-based Ecosystems Management (AFOLU)	Social Change and Economic Development	7 personnel	1,176
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Research on science-policy-interface for a reimagined post-carbon future and the interconnections with natural resource management in Africa. Focusing on energy transition, cities and agriculture and economic development. Identifying green transition opportunities and the role of strategic minerals. Leveraging knowledge for a new boon.

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	5 personnel	196
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Promote higher education and research opportunities to support southern research leadership and thus create opportunities to reframe essential development narratives. Strengthen science-based research in relevant areas of development research, climate change, energy and the natural resource sector. Offering short target courses on green transitions, climate leadership, Climate services to raising funds, strengthen the capacity of industries and government agencies.

Performance Measure(s)

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

- Minimum of 100 young professionals, policy makers and industry players become knowledgeable and skilled on energy transition and pathways toward a low carbon economy.
- An established Africa network of young professionals and policy makers with adequate Knowledge on climate leadership and localized green solutions for a climate proofed economy in Africa.

Technical Innovation Systems – Shifting Focus to Clean Energy and Green Economy	Environment, Climate and Energy	5 personnel	110
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Developing programmes targeted at making just transitions work beyond jobs, considering energy poverty, social, gender and youth economic inclusiveness, and improving the linkages and benefits for energy use in very important sectors like food and agriculture and manufacturing. Delivering on knowledge/practice interface for economic implications for post carbon economy.

Performance Measure(s)

- Stakeholders applying an integrated framework to a just energy transition and linked to economic development through green jobs
- Stakeholders identified green transition opportunities and embrace innovative green business models

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

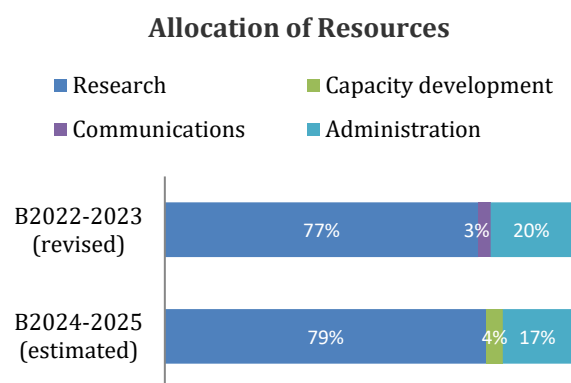
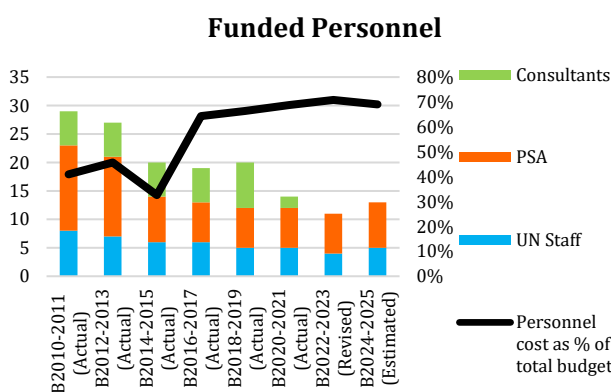
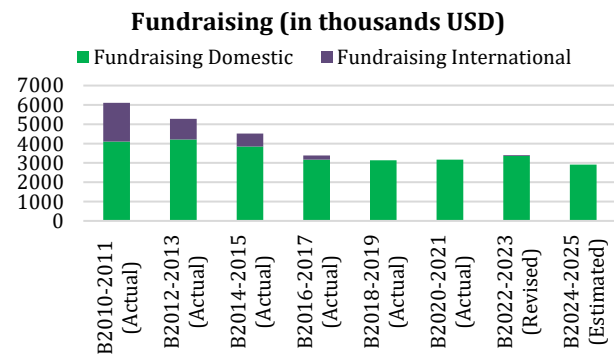
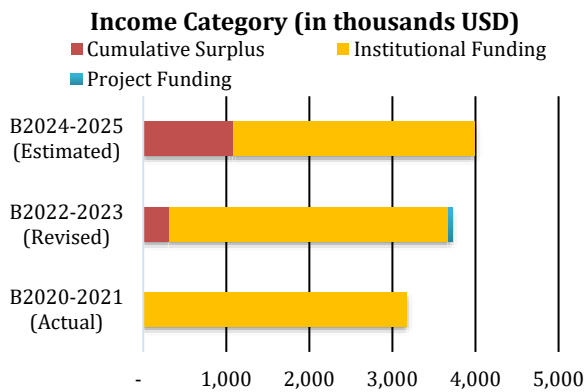
Knowledge is critical to preparing Africa for a low carbon economy. Our research work is design to deliver on equipping young professionals, private and public sector on knowledge-practice interface of energy and climate change. For higher education, the institute is leveraging on the existing strong collaboration with universities, sister UNU institutes and degree awarding academic institutions to co-train PhD and Master students in the broad areas of energy and climate science. Through our already instituted short courses programmes, new courses will be designed and delivered to key stakeholders in critical and emerging areas. Postdoc programmes are incorporated into our research activities to develop the capacity of early career professionals. Capacity development programmes in our research areas include climate leadership, youth fellowships for researchers, media, CSOs and industry. Intersectionality of; climate change, energy and SDGs; foreign policies and energy transition for senior policy officials.

Collaboration Highlights

UNU-INRA in partnership with the United Nations Economic Commission for Africa (UNECA) has been implementing a research project aimed at exploring the intersections between the possible stranding of hydrocarbons assets due to the energy transition and various forms of risk and inequities affecting energy access in the informal sector in Africa. The project is currently running in Ghana, Zambia, Namibia and Côte d'Ivoire with possible expansion to other Africa counties. A major component of the project is a digital platform called JUSTIS digital portal. The platform was launched on the margins of COP27, to enables green entrepreneurs to share new opportunities and unlock potential sources of investment while collaborating with policymakers and civil society organisations to overcome bottlenecks in green business and ensure participation in policymaking. JUSTIS platform also serves as a marketplace to retail green products while providing a learning opportunity to support evidence-based climate and green policy decisions.

UNU-INWEH Programme and Budget B2024-2025

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, Ecosystems and Human Development	Climate Change and Energy	11 personnel	280
<p>UNU-INWEH's research program covers a range of water-related challenges as per UNU-INWEH's Strategic Plan 2020-2024. They include: (1) Accelerating the implementation of water-related SDGs through normative support to the UN Member States and provision of relevant information and tools; (2) Activating a technology revolution for water security in the Global South - including unpacking unconventional water resources and the role of artificial intelligence in improving water management; (3) Advancing gender equality for effective water management through identifying and quantifying the gaps in this area; (4) Managing water- and climate-related risks for improved water security- including health-related risks, identification of emerging risks and ways to accelerate the alleviation of chronic ones, and quantifying the overall water security of the UN Member States in the Global South. The issues of increasing climate variability and change crosscut through the Program.</p> <p>Performance Measure(s) Increased awareness of new knowledge among policy actors on how to improve water security and reduce water- and climate-related risks, particularly for women and populations in contexts of vulnerability. Improved capacity of policy actors to put into practice new knowledge that improves water security and reduces water- and climate-related risks, particularly women and populations in contexts of vulnerability.</p> <ul style="list-style-type: none"> • Performance Measure(s): 1.) Number of publications, number of people trained, and number of media reports 2.) Outcomes are measured by number of policy documents that incorporate UNU products and number of countries that adopted UNU-INWEH tools in their national water work. 			
Innovation and Programme Development Fund			200

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

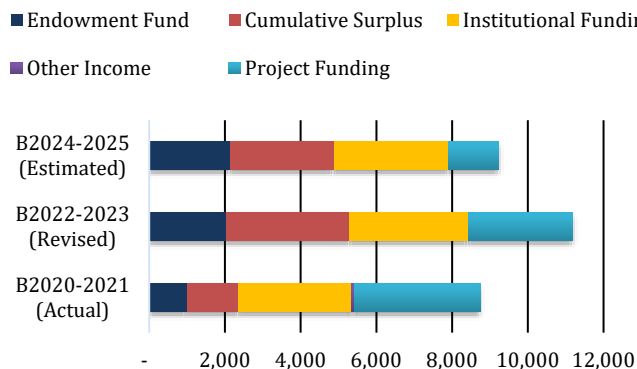
UNU-INWEH collaborates with governments and researchers from the UN Member States on the development of the SDG 6 PSS, an online tool that provides Member States with a national evidence-base necessary for measuring progress towards SDG 6. Certain countries such as South Korea, Tunisia, Pakistan, and Brazil are Regional Hubs of the collaboration. This collaboration has now moved to its third stage and already 39 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 2024.

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.

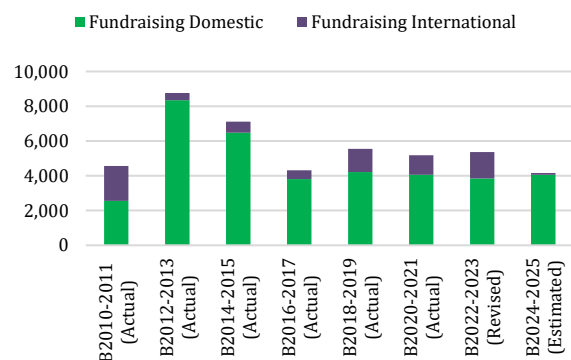
UNU-MERIT Programme and Budget B2024-2025

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.

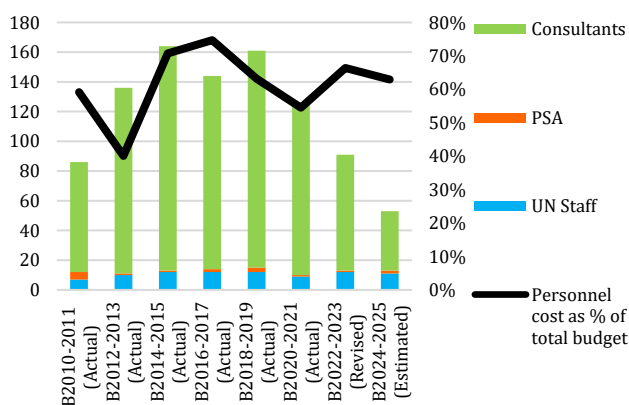
Income Category (in thousands USD)



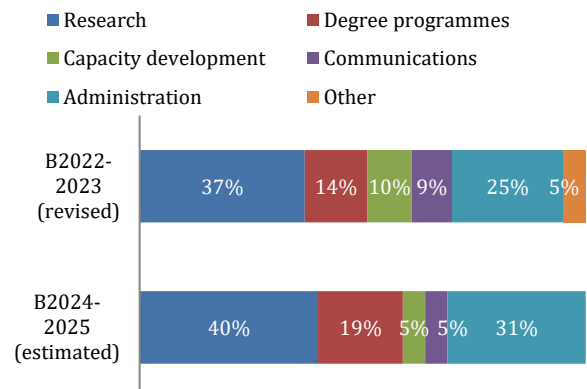
Fundraising (in thousands USD)



Funded Personnel⁹



Allocation of Resources



Targeted Sustainable Development Goals and Major Policy Processes

UNU-MERIT recently became a member of the ITU Academy through which we co-create and deliver capacity development courses to the ITU and partners. UNU-MERIT re-joined the Inter-Agency Task Team on STI for the SDGs (IATT) led by UNDESA and UNESCO. Through this mechanism, we participate in the policy process and coordination on STI within the UN System. UNU-MERIT is working with the Development Coordination Office (DCO) Office for Europe and Central Asia in preparing a study on SDG progress in the region. We will be developing an extensive report feeding into DCO’s regional strategic programme for development over the period 2023-2030. UNU-MERIT has been working with ILO and UNICEF on a wide range of projects related to social protection processes by giving policy advice at the national level in Central Asia, Eastern Europe and Africa.

⁹ 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. There is a declining trend in core-funded consultant numbers attributable to lower number of PhD fellows engaged under consultant contracts.

Biennium**Research Programmes**

Programme Name	Theme(s)	Personnel	USD (thousands)
Economics of Innovation and Technology	Social Change and Economic Development	4 personnel	315

The Economics of Innovation and Technology Unit is a leading research group working in the field of innovation studies. We adopt heterodox and orthodox approaches to contribute to debates and the setting of policy agendas around major global agendas and societal challenges examining how innovation and technological change can be both an important driver of such global challenges as well as providing potential solutions to such challenges.

Performance Measure(s)

- To maintain and further strengthen our international research leadership in UNU-MERIT's core areas of expertise – in the economics of innovation and technology, and in governance and public policy – and continue to ensure a critical mass of research and staff in these disciplinary areas.

Public Policy and Governance of Innovation	Social Change and Economic Development	2 personnel	100
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The programme is organized into three research areas with specific topics (social protection, migration, and public policy and development) as well as the overarching institutional agenda on comprehensive innovation. Research within the unit contributes to these topics through theoretical and empirical work, with an emphasis on the global South. The unit has an interdisciplinary focus using theories and concepts from various fields thereby combining qualitative and quantitative methods.

Performance Measure(s)

- Maintain and further strengthen our international research leadership in UNU-MERIT's core areas of expertise – in the economics of innovation and technology, and in governance and public policy – and continue to ensure a critical mass of research and staff in these disciplinary areas.

Comprehensive Innovation for Sustainable Development Teams (CI4SD)	Social Change and Economic Development	3 personnel	80
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This new research programme combines our long-run expertise on innovation and governance with a new focus on computational innovation. The programme is exploring crossovers with other disciplines, while proactively building bridges between policymakers, citizens and academic communities. Through these collaborations, we are trailblazing a new research agenda around the concept of CI4SD – an agenda that is multidisciplinary, academically rigorous, policy and societally relevant, and that has significant potential for impact.

Performance Measure(s)

- Develop the CI4SD research agenda and provide new opportunities for staff to collaborate internally while further developing partnerships and networks externally. We will seek crossovers with other disciplines, cooperation and dialogue with stakeholders, and build bridges between policymakers, citizens and academic communities. Through these collaborations, we will trailblaze a new research agenda around the concept of CI4SD – an agenda that is multidisciplinary, academically rigorous, policy and societally relevant, and that has significant potential for impact.

UNESCO Chairs	Social Change and Economic Development	1 personnel	114
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The goal of UNU-MERIT's UNESCO Chair is to develop and strengthen science, technology and innovation policy and research in the region. The Chair's goal is pursued through research, advanced training and policy recommendations to help national and regional decision-makers, policy experts and business sector representatives develop and strengthen their capacities in science, technology and innovation (ST&I). The Chair also aims to support and enhance regional networks of policymakers and researchers.

Performance Measure(s)

- Identifying, discussing and socialising the main challenges regarding ST&I in Latin America.
- Strengthening the teaching of ST&I in postgraduate programs (Masters and PhD) via a network of universities in Latin America.

Biennium

- The promotion and dissemination of policy-relevant research and ideas.
- Promoting the training of policymakers, students and other relevant audiences in Latin America on the themes of ST&I.
- Enabling deeper research- and policy-related collaboration on design, implementation and evaluation including in support of UNESCO LA Policy Lab.

Computational Innovation Lab	Social Change and Economic Development	2 personnel	40
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The objective of the Computational Innovation Lab on Crises, Transformation and Sustainable Development (CIL) is to translate this knowledge into new methods, tools, policies and governance structures, and to educate and train students, researchers and policymakers to assimilate, apply and implement these new insights.

Performance Measure(s)

- The Lab will be UNU-MERIT's new institutional expertise centre on data, AI and computational modelling to strengthen UNU-MERIT's strategic agenda on comprehensive innovation for sustainable development (CI4SD). Drawing upon the research expertise of the institute, the Lab's mission is to provide actionable data and computational models for research, education and policy-making on CI4SD.

Education and Training	Social Change and Economic Development	35 personnel	1,764
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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.

Performance Measure(s)

- Continued and enhanced success of capacity building projects, such as our Management of Migration and Diploma Programs delivered to policymakers in Africa.
- Through our UNESCO Chair, UNU-MERIT will deliver training on STI in Latin America in partnership with UNESCO.
- To continue offering EPRM Course to policymakers and UN Staff.

Innovation and Programme Development Fund			400
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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).

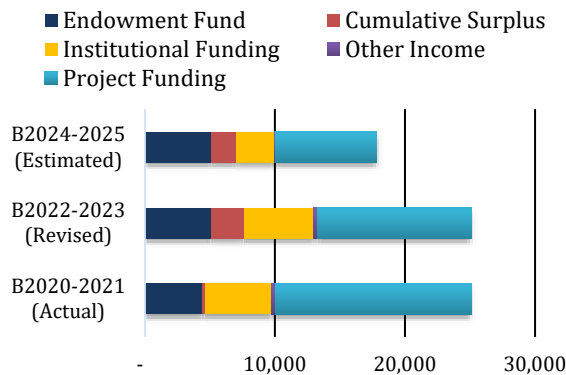
Collaboration Highlights

The STRINGS project is mapping development pathways for science, technology and innovation that best address the UN Sustainable Development Goals. A consortium of seven universities led by UNU-MERIT and the UNDP, the project works together to better understand the ways in which science, technology and innovation contribute, or not, to meeting the SDGs in Low and Middle Income Countries. UNU-MERIT and the Enrico Fermi Research Centre are co-hosting a Joint Summer School on Economic Fitness and Complexity.

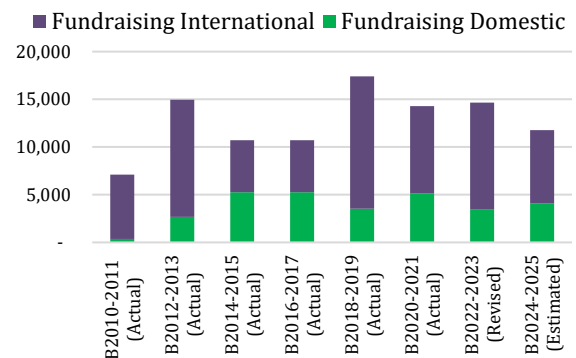
UNU-WIDER Programme and Budget B2024-2025

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.

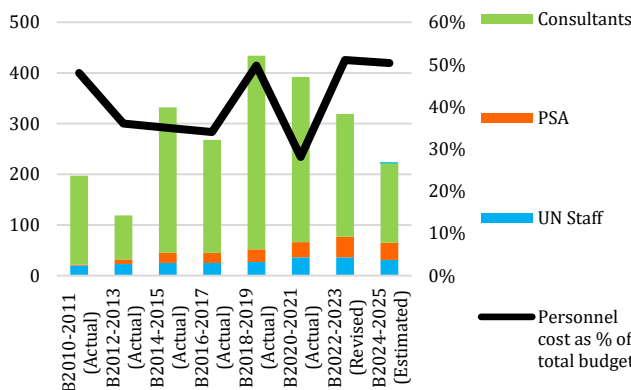
Income Category (in thousands USD)



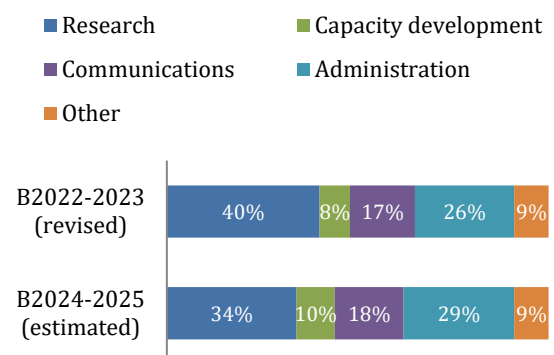
Fundraising (in thousand USD)



Funded Personnel



Allocation of Resources



Targeted Sustainable Development Goals and Major Policy Processes

Launching its new four-year work programme in 2024, UNU-WIDER's aim to advance the frontier of knowledge around the three key challenges facing the world today: just energy transition (SDG 7), conflict (SDG 16), and inequality (SDG 10). These objectives will be reflected both at thematic and country programme levels by taking advantage of UNU-WIDER's unique blend of a global research and capacity development institute, through its country offices and its wide network of researchers, policymakers, and practitioners.

Through six programmatic pathways, the Institute aims to utilize the outputs produced during this biennium to contribute to the changes envisaged, engaging Member States as well as the UN system: (i) informing processes with the most up-to-date research on the three mega-challenges, (ii) linking up stakeholders engaged on these challenges across research and policy communities, (iii) facilitating dynamic knowledge exchanges on the latest knowledge on these themes between national and international actors, (iv) contributing to building the next generation of (policy) economists in the Global South working on these topics, (v) being a thought-partner for actors in their local setting trying to navigate through those mega-challenges, and (vi) supporting local actors to apply their analytical capabilities to their local policy challenges.

Research Programmes¹⁰

Programme Name	Theme(s)	Personnel	USD (thousands)
Enabling Just Energy Transitions	Climate Change and Energy	18 personnel	200
<p>This programme aims to contribute to adequate knowledge about the tools and mechanisms necessary for a transition to climate-neutral economies, especially in the developing world. Knowledge which would ensure fairness in the distributional effects of energy transitions, not exacerbate poverty and economic vulnerabilities, and ensure no one is left behind – that is, enabling just energy transitions.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> • Changes in the conceptual understanding and problem recognition around enabling just energy transitions, and • Changes in national and international capacities for research and policy analysis (skills, systems, and structures) around enabling just energy transitions 			
Building Sustainable Peace	Peace and Security	30 personnel	400
<p>While peace and stability are central to the prosperity and security of countries and their citizens, we currently have limited understanding of how and why violent conflicts persist, how and why their legacies endure across time, and what can be done to reduce the risk and impact of violence. This programme aims to contribute to such increased understanding.</p> <p><i>Performance Measure(s)</i></p> <p>Changes in the conceptual understanding and problem recognition around building sustainable peace, and</p> <ul style="list-style-type: none"> • Changes in national and international capacities for research and policy analysis (skills, systems, and structures) around building sustainable peace. 			
Reducing Inequalities	Social Change and Economic Development	150 personnel	5,132
<p>This programme contributes to a better understanding of the dynamics that drive between- and within-country inequalities and inter-generational inequalities as inequality remains a major obstacle to sustainable development and new solutions are needed to reverse these trends.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> • An extended ‘toolbox’ and data for policy analysis, improving the quality and breadth of evidence used to inform policy around reducing inequalities, and • Changes in national and international capacities for research and policy analysis (skills, systems, and structures) on reducing inequalities. 			

¹⁰ 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 2019-2025 work programme. The set of indicators presented here is a sample of measures directly emanating from the MEL framework.

Biennium

Knowledge Mobilization	Social Change and Economic Development	60 personnel	1,627
<p>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.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> • Enhanced skills and upgraded national stakeholders' experience for thought-leadership and influence in their respective settings, and • Changes in the public debate and policy discourse around the three mega-challenges of the energy transitions, sustainable peace and reducing inequalities. 			
Country Programmes	Social Change and Economic Development	80 personnel	2,920
<p>UNU-WIDER operates country programmes where ongoing UNU-WIDER work at the interface of policy research and capacity development is being conducted with UNU-WIDER staff integrated within local partners. These country programmes are closely integrated with the thematic priorities of the core work programme.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> • Changes in national capacities for research and policy analysis (skills, systems, and structures) on economic development, and • Enhanced skills and upgraded national stakeholders' experience for thought-leadership and influence in their respective settings. 			
Innovation and Programme Development Fund			100

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 further strengthening its role as a thought partner for the UN system and Member States. To illustrate, the Institute works with UN-OHRLS in contributing to an analytical assessment of the constraints least developed countries (LDCs) face in achieving sustainable development in support of the implementation of the Doha Programme of Action (DPoA). The Institute partners with UN-OHRLS to organise the annual LDC Future Forum from 2023 to 2027 to discuss priority topics for the sustainable development of the LDCs over the next decade, including innovation, digitalisation, technology, investment, and climate change. The discussions and solutions identified at the LDC Future Forum will feed into the global policy dialogue, including the UN High-level Political Forum on Sustainable Development and the Midterm Review of the DPoA to enhance the integration of LDC challenges in the global development context, ensuring that the voices of the LDCs are integrated more effectively into global policymaking.

UNU Centre: Office of the Rector and Vice-Rectorate in Europe Programme and Budget B2024-2025

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.

Programme Name	Theme(s)	USD (thousands)
Rector’s Research and Publications	Peace and Security Social Change and Economic Development	250

The Rector regularly publishes books, articles in prominent international journals, holds public lectures, and addresses emerging topics of increasing relevance to UNU’s mandate, ranging from artificial intelligence to big data and their uses in promoting sustainable development and international peace and security.

Performance Measure(s)

- Publication of at least one book and five academic articles annually on areas of the Rector’s research expertise
- Publication of at least five articles in international news media aimed at the general public
- The Rector holding at least five public lectures/conferences/events annually in Japan and internationally.
- Convening of two ad-hoc researcher discussions/workshops within and outside the organization to focus on pressing AI and related topics.

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 Senior Vice-Rector’s Big Ideas Dialogue Series introduces the people and organizations behind shared efforts to achieve the SDGs. The events—held in English and Japanese—feature key scientists and leaders that stimulate discussion on sustainable development.

Biennium

Through its presence at the United Nations Educational, Scientific and Cultural Organization (UNESCO) in Paris, France, the UNU Rectorate works with UNESCO to draw attention to important or emerging international topics in areas of mutual synergy such as AI, education, and sustainable development.

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 and Japanese) circulated to a wide audience in Japan and globally.
- Joint activities, events, and one international conference/workshop jointly organized by UNU and UNESCO per year.

Capacity Development	Social Change and Economic Development Environment, Climate and Energy	50
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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)

- Recipient selected each year is 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	1,283
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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), stakeholder outreach, and policy advice.

Performance Measure(s)

- 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 of existent ones.
- Enhancement of UNU’s policy relevance and uptake by advising UNFCCC, UNCCD, and UNDRR, amongst others.

Innovation and Programme Development Fund	3,320
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Targeted Sustainable Development Goals and Major Policy Processes

Through its public outreach activities in Japan, UNU seeks to support Japanese society in achieving the 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 UNU Rector in identifying in-roads for the UNU system to contribute to key policy processes, for example by means of cultivating strategic partnerships both within and external to the UN system, seeking opportunities to raise the visibility of UNU and the research conducted, and supporting the inclusion of research findings in, for example, key policy briefs. UNU-VIE also support the UNU Rector in promoting ways in which the UNU system contributes to the fulfillment of the SDGs, for example via particular memberships of boards and at speaking engagements.

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. Recipients have come from countries throughout the Global South including Brazil, Colombia, Ghana, India, Indonesia, the Philippines, Viet Nam, and Zimbabwe.

Building on its profile at the intersection between research, capacity building, and strategic cooperation, PACET will contribute to the development of the vision, mission and objectives of UNU-VIE, specifically in relation to training and capacity development, for example through the development of online courses on topics of global relevance. The UNFCCC - UNU Early Career Climate Fellowship Programme, which is managed by UNU-VIE, will also continue to run during the biennium and will substantially contribute to building capacity amongst high-potential early career professionals from developing countries by offering young people from developing countries a unique opportunity to start their career at the interface between international climate policy development and research.

Collaboration Highlights (B2024-2025)

The Vice-Rector supports the internal collaboration amongst researchers based at the different UNU institutes via science collaboration programmes, such as 'Kaleidoscope' (in which UNU-EHS, UNU-CRIS, UNU-FLORES, UNU-WIDER, UNU-EGOV, UNU-MERIT, and UNU-INRA participated). UNU-VIE also leads the UNU Information Exchange Series to strengthen UNU internal communication. The Vice-Rector in Europe has also established a regular online meeting of the Directors in the format of Directors' Labs that are meant to facilitate collaboration, support, and exchange of UNU Directors. UNU-VIE also actively supports UNU-EHS, and other UNU institutes, in enhancing collaboration with the UN agencies located in Bonn to increase policy uptake

V. Summative Work Programme Tables and Graphs B2024-2025

Work Programme B2024-2025 by UNU Institute

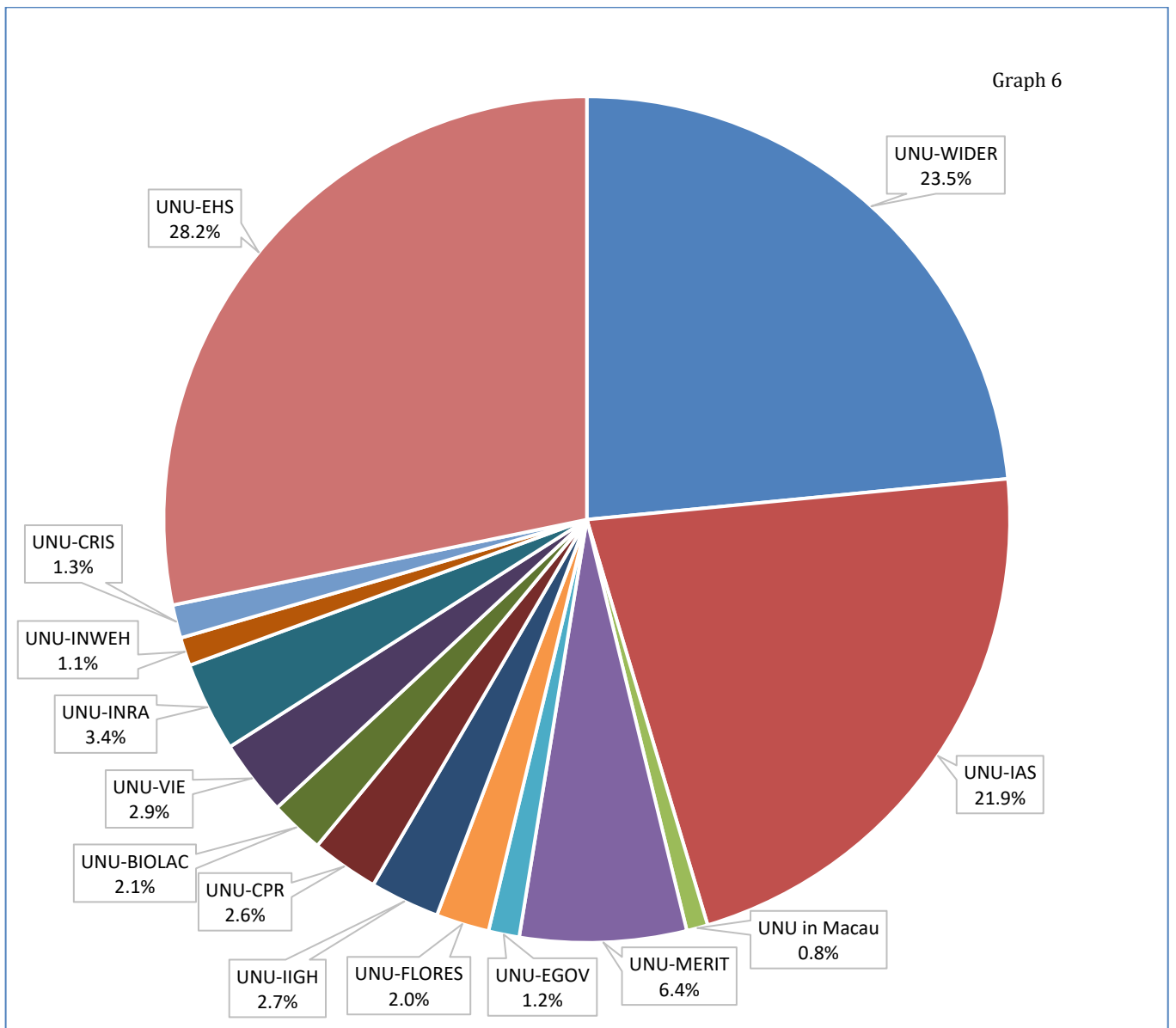
Table 17	UNU Entity		Research Programmes	Financing (USD '000)
7 Programmes	UNU-EHS UNU Institute for Environment and Human Security	1	UNU-EHS Flagship Report	809
		2	Munich Climate Insurance Initiative (MCII)	3,605
		3	Vulnerability Assessment, Risk Management and Adaptive Planning (VARMAP)	594
		4	Environmental Vulnerability and Ecosystem Services (EVES)	452
		5	Global Mountain Safeguard Research (GLOMOS)	822
		6	Environment and Migration: Interactions and Choices Section	212
		7	Urban Futures and Sustainability Transformation (FAST)	4,697
			Innovation and Programme Development Fund	1,328
			Total	12,519
		6 Programmes	UNU-IAS UNU Institute for the Advanced Study of Sustainability	1
2	Water and Resource Management			729
3	Innovation and Education			1,050
4	Postgraduate Degree and Training Programme			3,591
5	Strategic Programme, Communication, Outreach and Knowledge Management			1,050
6	Operational Unit Ishikawa/Kanazawa OUIK			1,178
	Innovation and Programme Development Fund			42
	Total			9,702
UNU-IIGH UNU International Institute for Global Health	1		Addressing Global Health Accountability Deficits	536
	2		Gender and Intersectional Integration for Health Equity	200
	3		Digital Health Governance	120
	4		Capacity development	80
	5		Postgraduate training	30
	6		Climate Justice and Determinants of Health	100
			Innovation and Programme Development Fund	110
			Total	1,176
UNU-MERIT UNU Maastricht Economic and Social Research Institute on Innovation and Technology	1		Economics of innovation and technology	315
	2		Public policy and governance of innovation	100
	3		Comprehensive innovation for sustainable development teams (ci4sd)	80
	4	UNESCO chair	114	
	5	Computational innovation lab	40	
	6	Education and Training	1,764	
		Innovation and Programme Development Fund	400	

		Total		2,813	
5 Programmes	UNU-WIDER UNU World Institute for Development Economics Research	1	Enabling just energy transitions	200	
		2	Building sustainable peace	400	
		3	Reducing inequalities	5,132	
		4	Knowledge mobilization	1,627	
		5	Country programmes	2,920	
		Innovation and Programme Development Fund			100
		Total		10,379	
4 Programmes	UNU-Centre/Office of the Rector	1	Rector's Research and Publications	50	
		2	Public Outreach	500	
		3	Capacity Development	50	
		4	PACET (Pan African Cooperation and Educational Technologies) at VIE	1,283	
		Innovation and Programme Development Fund			3,320
		Total		5,403	
	UNU-CRIS UNU Institute on Comparative Regional Integration Studies	1	Regional Integration Knowledge System	14	
		2	Regional Public Goods	256	
		3	Regions and Cities Governance LAB	-	
		4	Capacity Development	50	
		Innovation and Programme Development Fund			242
		Total		562	
	UNU In Macau	1	Research Seed Program	110	
		2	Training and Education	20	
		3	EQUALS-EU	7	
		4	Manager seconded from Ministry of HR & SS CHN	202	
		Innovation and Programme Development Fund			20
Total		359			
3 Programmes	UNU-INRA UNU Institute for Natural Resources in Africa	1	Transition towards Land-based Ecosystems Management (AFOLU)	1,176	
		2	Producing knowledge for natural Resource Governance	196	
		3	Technical innovation systems - shifting focus to clean energy and green economy	110	
		Innovation and Programme Development Fund			33
		Total		1,515	
	UNU-CPR UNU Centre for Policy Research	1	Conflict Prevention and Sustaining Peace	276	
		2	Equitable Development	756	
		3	Anticipatory Action and Innovation	54	
		Innovation and Programme Development Fund			50
		Total		1,136	
2 Programmes	UNU-FLORES UNU Institute for Integrated Management of Material Fluxes and of Resources	1	Resource Nexus for Sustainability Transformations (NEXtra)	164	
		2	Resource Nexus Analytics, Informatics, and Data Research (AID) Programme	559	
		Innovation and Programme Development Fund			196
		Total		919	
	UNU-EGOV	1	Digital transformation for better governance and sustainable development	218	

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	UNU Operating Unit on Policy-Driven Electronic Governance	2	Community building and institutional development	303
			Innovation and Programme Development Fund	-
		Total		521
1 Programme	UN-BIOLAC UNU Biotechnology Programme for Latin America and the Caribbean	1	Biotechnology capacities for social development	922
			Innovation and Programme Development Fund	-
		Total		922
	UNU-INWEH UNU Institute for Water, Environment and Health	1	Water, Environment, Climate Change and Energy	280
			Innovation and Programme Development Fund	200
		Total		480

Share of Expenditure for Academic Activities by UNU Institute B2024-2025



Internal Collaboration Matrix B2024-2025

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

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

External Collaboration Matrix B2024-2025

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

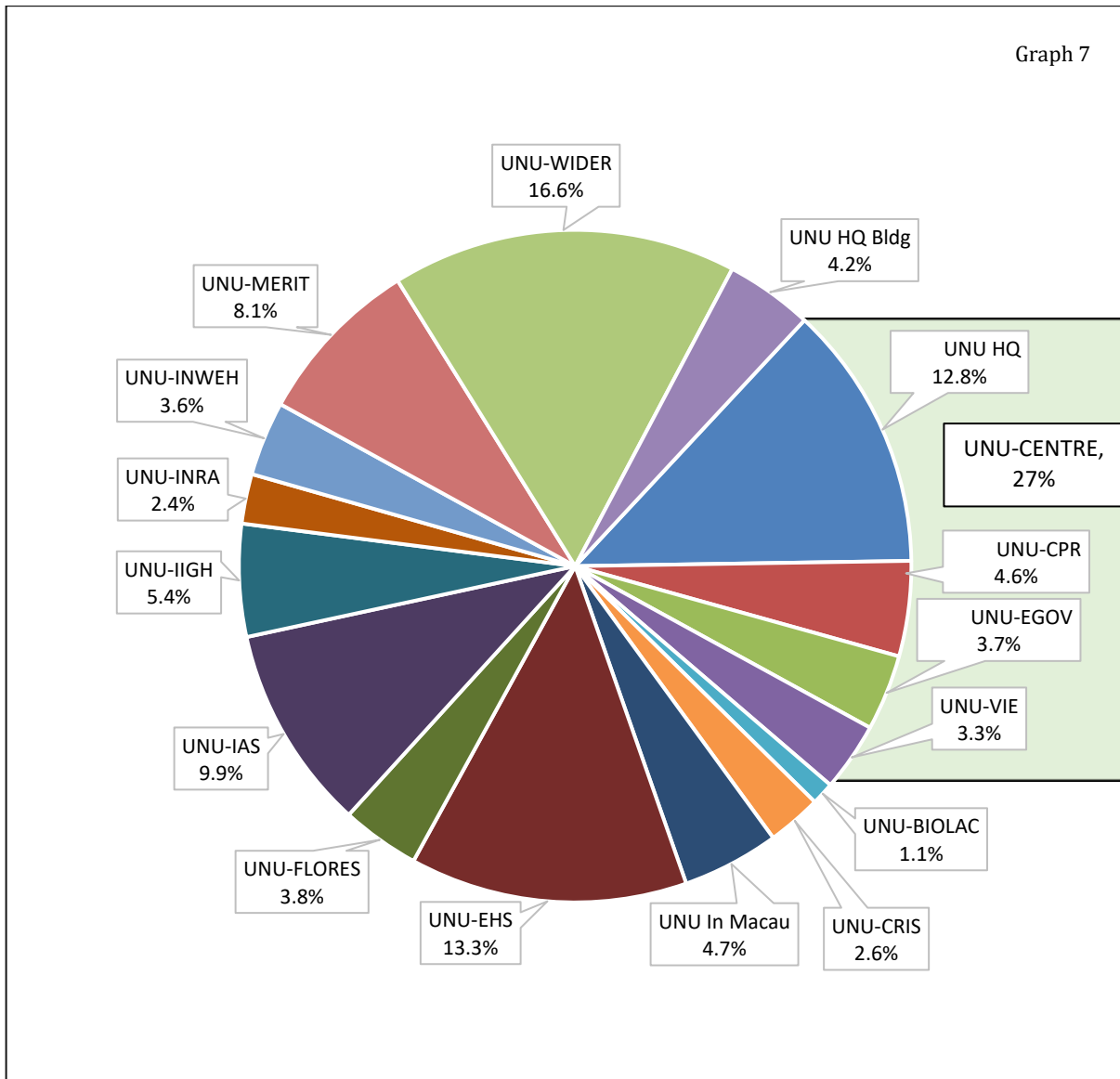
	UNU-BIOLAC	UNU-CPR	UNU-CRIS	UNU-CS	UNU-EHS	UNU-EGOV	UNU-FLORES	UNU-IAS	UNU-IIGH	UNU-INRA	UNU-INWEH	UNU-MERIT	UNU-WIDER	UNU-VIE
AfDB										X			X	X
AERC													X	
CBD							X	X						
FAO	X		X		X		X	X		X	X	X	X	X
GEF							X	X						
GWP			X											
IADB												X		
IAEA	X													
ICARDA											X			
IDRC									X					
IFAD										X				
IFRC					X									
IGES								X						
ILO					X	X						X	X	
IOM		X	X		X							X		
IMF													X	
IPCC										X				
ITU		X				X						X		
IUCN					X									
IWMI			X											
LSHTM									X					
OECD		X										X	X	
OHCHR									X			X		
UNCCD					X									X
UNCTAD												X	X	
UNDESA						X		X				X	X	
UNDP	X	X	X		X	X	X	X	X	X		X	X	X
UNDPA		X	X											
UNECA			X							X		X	X	X
UNECE			X				X					X		
UNECLAC			X								X	X	X	
UNEOG		X												
UNEP		X			X		X	X		X	X	X		X
UNESCAP			X					X			X	X	X	
UNESCO	X		X			X	X	X				X		X
UNESCO-IHE												X		
UNESCO-IHS			X											
UNESCWA			X				X							

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	UNU-BIOLAC	UNU-CPR	UNU-CRIS	UNU-CS	UNU-EHS	UNU-EGOV	UNU-FLORES	UNU-IAS	UNU-IIGH	UNU-INRA	UNU-INWEH	UNU-MERIT	UNU-WIDER	UNU-VIE
UNFCCC					X		X	X						X
UNFPA									X	X		X		
UN-HABITAT (HSP)						X	X							X
UNHCR												X		
UNICEF									X			X	X	
UNIDO							X			X		X	X	
UNIDR		X					X							
UNDRR					X			X						
UN OCHA					X							X		
UNODC		X			X		X					X		
UNPBSO		X												
UN-SPIDER					X									
UN-Water			X		X		X	X			X	X		X
UN Women		X		X					X			X	X	
WB						X	X			X		X	X	
WFP					X					X		X		
WHO	X		X		X		X		X			X		
WIPO												X		
WMO			X		X		X	X						
WTO			X											

Expenditure Share by Budgetary Fund

119. Graph 7 illustrates UNU's total budgetary expenditure (USD 113.31 million) by budgetary fund share for B2024-2025.



VI. Annexes

Annex I: Summary Table of the UNU Budget Proposal for B2024-2025

Cost Category	TOTAL	CENTRE					Institutes											HQ Building
	UNU	TOTAL Centre	HQ	CPR	EGOV	ViE	BIOLAC	CRIS	Macau	EHS	FLORES	IAS	IIGH	INRA	INWEH	MERIT	WIDER	
Academic Programme (Core Funded)	8,485	1,141	570	50	521	-	922	305	150	-	78	200	840	319	480	1,488	2,562	-
Staffing Table Costs	37,331	13,363	8,823	1,270	1,313	1,957	-	2,106	2,386	1,652	2,239	945	2,874	476	1,852	3,693	5,104	641
Other Personnel Costs	13,179	5,768	2,263	1,500	1,920	85	188	26	1,003	163	566	304	1,277	428	952	295	1,925	284
General Expenses	17,684	4,604	2,554	1,276	385	389	123	255	1,541	838	569	224	802	289	776	2,433	1,395	3,835
Total core fund	76,679	24,876	14,210	4,096	4,139	2,431	1,233	2,692	5,080	2,653	3,452	1,673	5,793	1,512	4,060	7,909	10,986	4,760
Specific Projects (SPC Funded)	36,900	2,917	547	1,087	-	1,283	-	257	209	12,520	821	9,502	336	1,196	-	1,325	7,817	-
GRAND TOTAL	113,579	27,793	14,757	5,183	4,139	3,714	1,233	2,949	5,289	15,173	4,273	11,175	6,129	2,708	4,060	9,234	18,803	4,760

Budget Financing	TOTAL	CENTRE					Institutes											HQ Building
	UNU	TOTAL Centre	HQ	CPR	EGOV	ViE	BIOLAC	CRIS	Macau	EHS	FLORES	IAS	IIGH	INRA	INWEH	MERIT	WIDER	
Income from Endowment Fund	35,454	14,586	11,397	3,100	89	-	1,033	-	4,192	242	-	865	3,909	1,086	-	2,128	5,142	2,271
Cumulative Surplus Carried Forward	12,478	3,637	591	996	2,050	-	200	417	266	-	107	-	1,884	218	1,147	2,745	1,857	-
Institutional Fundraising	23,868	6,363	2,222	-	2,000	2,141	-	2,275	622	2,355	3,306	-	-	-	2,913	3,036	2,998	-
Cost Recovery	2,230	290	-	-	-	290	-	-	-	56	39	808	-	78	-	-	959	-
Other Income	2,649	-	-	-	-	-	-	-	-	-	-	-	-	130	-	-	30	2,489
Total core fund	76,679	24,876	14,210	4,096	4,139	2,431	1,233	2,692	5,080	2,653	3,452	1,673	5,793	1,512	4,060	7,909	10,986	4,760
Total Project Fundraising	36,900	2,917	547	1,087	-	1,283	-	257	209	12,520	821	9,502	336	1,196	-	1,325	7,817	-
GRAND TOTAL	113,579	27,793	14,757	5,183	4,139	3,714	1,233	2,949	5,289	15,173	4,273	11,175	6,129	2,708	4,060	9,234	18,803	4,760

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Financing*	2016-2017	2018-2019	2020-2021	2022-2023
Estimates	71,451	67,575	74,111	80 858
Actuals#	89,541	94,111	100,586	105 661
Actuals vs Estimates	18,090	26,536	26,475	24 803
%	25%	39%	36%	31%

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

Actuals 2023 is based on actual income received up to July 2023 plus a projection for the remaining months in 2023

The variances between the actual income and the initially estimated has been on a decreasing trend from 39 per cent in 2018-2019 to 31per cent in 2022-2023.

Annex III: Responses to ACABQ recommendations

Para. (ACABQ Report)	Recommendation	UNU's response
3	The Advisory Committee acknowledges the support provided to UNU by the host country and other countries hosting the institutes, as well as donors, and trusts that the University will continue its efforts to engage with Member States and other entities for the support of its activities.	The University continued its efforts to engage with Member States and other entities for the support of its activities, including via high-level meeting with the UNU Rector and key interlocutors at the Host Countries of UNU Institutes and other Member States.
7	While mindful of the projected increase in project-based fundraising, notably under UNU-EHS, as the main driver of the proposed increase in the budget level of the 2022-2023 biennium, the Advisory Committee trusts that the University will continue to refine the accuracy of its budget projections and implementation.	For January 2022 until July 2023, overall budget implementation is 75% for biennium 2022-2023 as compared to the notional rate of 79%.
9	The Advisory Committee notes the sharp increase in cumulative surplus and trusts that a detailed breakdown of calculations will be included in future UNU budget reports.	<p>There is a further increase of 34.2 percent in the cumulative surplus withdrawal in the 2024-2025 estimates as compared to 2022-2023 estimates. The offices that are projecting a high withdrawal request are UNU-CPR, UNU-EGOV, UNU-CRIS, UNU-CS, UNU-IIGH, UNU-INWEH and UNU_WIDER.</p> <p>High withdrawal from the cumulative surplus required for:</p> <p>UNU-CPR, UNU-CRIS and UNU-WIDER is mainly due to the reduction in the core financing from other sources such as institutional fundraising and program support costs.</p> <p>UNU-EGOV to finance the expansion of the institute's operations in 2024-2025. The institute has been very prudent in its spending since the prior biennium pending the receipt of the institutional fundraising. UNU-EGOV has received partial of the delayed contributions and there is high assurance that the remaining will be received in 2023.</p> <p>UNU-CS, UNU-IIGH and UNU-INWEH to finance the institutes' expansion plan as well as to cover the reduction in their core financing from other sources of financing</p>
10	The Advisory Committee notes the adjustment in presentation of cost recovery income with the goal of improved management capacity and looks forward to an update on the related impact and lessons learned of this recategorization in the context of the next UNU budget proposal.	<p>UNU benefitted from the following impacts:</p> <ul style="list-style-type: none"> - Transparency and accountability: Presentation of cost recovery income in the budget provides clarity regarding the revenue generated from specific project activities and enhances accountability by showing how resources are used. - Resource allocation: Budgeting for cost recovery income is a data-driven approach for

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		<p>UNU managers to effectively allocate project resources.</p> <ul style="list-style-type: none"> - Effective planning: Presenting cost recovery income supports effective planning by allowing managers to assess the financial viability of various projects and making informed decisions about future initiatives. - Long-term sustainability: By incorporating cost recovery principles into budgeting, UNU is demonstrating its efforts toward long-term financial sustainability and provide stability for ongoing and future projects. <p>Lessons learned for UNU:</p> <ul style="list-style-type: none"> - Data accuracy and reporting: Accurate data collection, tracking, and reporting of cost recovery income are essential for effective financial management. UNU will enhance its ERP system to automate the computation and reporting of cost recovery income. <p>Monitoring and evaluation: It is important to continuously monitor and assess the effectiveness of cost recovery mechanisms.</p> <ul style="list-style-type: none"> - Continuous learning: UNU is actively learning from its experiences with cost recovery income, adapting its strategies based on lessons learned from within UNU institutes and other UN agencies.
<p>11</p>	<p>The Advisory Committee reiterates its acknowledgement of support provided to the University (see para. 3), encourages the University to explore options of increasing the revenue received from the rental of the UNU headquarters building and to provide an update in the next budget submission.</p>	<p>The University explored the possibility of increasing revenue within the available rental space, which accounted for 1.4%, and concluded the agreement with ILO on the use of the remaining space from 1 April 2022 and 31 March 2024 for 2 years project, resulting in the full use. The University considers reaiming the high-level usage rate of the available resources.</p>
<p>12</p>	<p>The Advisory Committee welcomes the participatory management approach employed by UNU, including the involvement of international advisory boards and committees of independent experts in guiding management decisions in each institute’s specific area of academic work, as well as the involvement of UNU staff in the development of innovative funding proposals. The Advisory Committee, noting the decision of the UNU Council at its 69th session to refrain from authorizing the establishment of additional UNU entities without significant endowment funding, trusts that the University will make every fundraising effort to mobilize additional funding in order to increase support for institutes with limited resources, such as the UNU Institute for Sustainable Development (UNU-IRADDA), not operationalized since its</p>	<p>The University continued fundraising efforts to mobilize additional funding in order to increase support for institutes with limited resources, and to ensure the sustainability of their operations in the short- and long- term, including through the UNU Rector’s active engagement in the renewal of funding agreements, collection of outstanding commitments, and liaison with potential additional donors.</p> <p>Note that after discussion with the Government of Algeria, it was agreed that the funds provided to UNU initially for the establishment for the UNU Institute for Sustainable Development (UNU-IRADDA) (not operationalized since its establishment in 2013) would instead be placed in the general UNU endowment fund to support</p>

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	<p>establishment in 2013, and to ensure the sustainability of their operations in the short- and long- term, and will provide an update in its next budget submission.</p>	<p>the operations of the UNU System. Accordingly, UNU-IRADDA will not appear on subsequent budget entries.</p>
<p>13</p>	<p>The Advisory Committee trusts that the proposed adjustments will not adversely affect the work of the University and that an update on their impact will be provided to the Committee in the context of the next UNU budget proposal.</p>	<p>The proposed staffing adjustments did not adversely affect the work of the University. Positions in UNU-EHS and UNU-IAS were increased in line with increased project funds and proposed unfunded positions were only filled upon confirmation of income. In line with best practice, UNU delayed some recruitments where project funding was overly delayed. This ensured matching of expenditure to available resources.</p> <p>UNU also benefitted from the staffing adjustments including increasing UNU's visibility and contribution to the UN. E.g., The United Nations University Centre for Policy Research (UNU-CPR) - where a D-1 positions was added, working closely with the Executive Office of the Secretary-General, acted as the Secretariat for the High-Level Advisory Board on effective multilateralism and the abolishment of the D-2 Vice-Rector position was to remove a redundancy in the structure as the Vice-Rector is at the ASG level.</p>
<p>15</p>	<p>The Advisory Committee notes the information provided on the UNU leadership transition provisions and trusts that additional detail, supplemented with the estimated budgeted amounts, will be provided in the context of the next budget submission.</p>	<p>In order to ensure the smooth transition of the leadership, the following measures have been taken:</p> <ul style="list-style-type: none"> -Early recruitment of new Rector with the commencement of recruitment on 11 December 2020 between Council and the nominating committee. The vacancy announcement was published on 1 May 2021 and the recruitment process was concluded on 25 July 2022 when the new Rector designate was officially announced. -The Rector designate was then invited by the sitting Rector for a brief 2-day visit in connection with a conference he visited in Japan in October 2022. This established a first contact between the departing and incoming Rector, allowed them to exchange on key priorities of the Organisation, and allowed the Rector designate to familiarize himself with the team and his future duty station. -Between his visit and official start date on 1 March 2023, the Rector designate was able to meet online with all key staff of the organization and was provided with key background documentation and subsequent online briefings, helping him to familiarize himself with key information. The sitting Rector also made sure to consult his successor on any major

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		<p>decisions that would affect his successor's tenure, i.e., on staffing.</p> <p>-Further, the Rector-designate was invited to relocate to Tokyo, Japan a few days prior to the beginning of his assignment. During that time, the Rector briefed his successor on all key files with key interlocutors present. He also held a formal welcome reception at UNU HQ on 28 February, on his last day in office, to formally hand over to his successor and introduce him to all key stakeholders at UNU HQ in Tokyo, Japan.</p> <p>Council Members welcomed the new Rector of UNU, Tshilidzi Marwala, and congratulated him on a successful transition.</p> <p>The estimated transition budget amount was USD 262,000.</p> <p>The estimated total cost is USD 198,386. The actual cost will be determined once the Rector's family relocates to Tokyo in August. The budget provision was thus sufficient to cater for this significant transition at the realm of UNU.</p>
<p>17</p>	<p>The Advisory Committee, noting the inconsistency in application of UN staff regulations and rules, looks forward to receiving an analysis in the context of the next UNU budget submission of the differences between the two policy regimes with a view to assess the challenges faced by the University in terms of appropriate staffing and recruitment.</p>	<p>UNU adheres to the UN Staff Rules and Regulations and differences only exist where there are genuine strategic and operational needs which are unique to UNU.</p> <p>For example, given UNU's unique mandate in the UN system as a think tank and research institution, UN's job classification system as established by the ICSC does not correspond well to UNU's job categories and specifically to academic positions. This is because the requirements for academic positions have to be benchmarked against positions at academic institutions and universities, and hence the required minimum academic requirements are higher for UNU positions than those based on the ICSC classification.</p> <p>Additionally, UNU adopts limited term duration of 6 years. Limited-terms at UNU are seen as a mechanism for bringing in fresh ideas and new perspectives. A regular turnover of academic personnel allows UNU to remain abreast of the latest innovations and discussions. It increases the University's ability to respond to evolving research topics, as mandated by the UNU Charter and further detailed in UNU's Strategic Plans.</p>
<p>18</p>	<p>The Advisory Committee, while noting the lower "active" vacancy rate and the slight improvement of the overall vacancy rate since its previous report (see AC/2101, para. 17), encourages the</p>	<p>UNU's overall vacancy rate was 18.4% as of July 2023 compared to the approved positions in 2022-23 Biennium Budget. The high vacancy rate is due to multiple issues such as delay in funding availability in certain institutes.</p>

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	<p>University to strengthen its efforts in expeditiously filling vacant posts.</p>	<p>UNU HR team is exploring mechanisms to improve the vacancy rate such as introduction of generic Job Descriptions to expedite the recruitment process.</p>
<p>19</p>	<p>While noting the additional information provided on the PSA contract modality in Annex VI of the UNU budget document, the Advisory Committee recommends that a detailed analysis and justification of the use of the PSA contract modality be presented to the UNU Council for review at the time of its consideration of the 2022-2023 budget proposal.</p>	<p>In accordance with the recommendation of the Advisory Committee, a detailed analysis report on the use of the PSA contract modality was presented to the 76th session of the UNU Council. The report is attached as a reference.</p>
<p>21</p>	<p>While noting the efforts on gender balance, the Advisory Committee trusts that the University will incorporate detailed information on geographical representation among UNU staff, as well as information on its efforts to improve geographical representation at the University, including through the filling of vacant posts and retirement planning, in the context of future budget submissions.</p>	<p>UNU has been implementing its strategic vision of increasing the research activities and operations in the Global South. Additionally, it has been committed to embrace equitable geographical representation among UNU personnel by ensuring its commitment statements are included in all vacancy announcements as shown below:</p> <p>UNU is committed to diversity and inclusion within its workforce and encourages all candidates, irrespective of gender, nationality, religious and ethnic backgrounds, including persons living with disabilities, to apply and become part of the organisation. Applications from developing countries, and from women are strongly encouraged. Eligible internal applicants are also encouraged to apply.</p>
<p>22</p>	<p>The Advisory Committee notes the impact of the COVID-19 pandemic on the operations, financial management and investment decisions of the University and trusts that an update on related consolidated lessons learned and best practices will be provided in the context the next UNU budget proposal.</p>	<p>UNU presented to the UNU Council its 77th session - May 2022 – a paper outlining COVID-19 impact on UNU. Key lessons and best practices included;</p> <ul style="list-style-type: none"> -Importance of engaging early with donors to have a better sense of funding availability and potential shift in donor areas of focus. -Need to constantly review the economic environment and possible impact to UNU operations. To this end, UNU presented a paper to council analyzing the impact of inflation on current and future operations. -Importance of flexibility to adopt research to emerging global issues. -Need to have a long-term perspective in viewing the UNU Endowment Fund. The EF is affected by the global market performance. UNU increased meetings with the Office of Investment Oversight and with BlackRock to review performance of the fund and provide economic outlook to inform the UNU Council on possible actions to take. -In February 2022, UNU changed the investment portfolio to more ESG aware investments. This is in line with the UN strategy to have ethical investments.

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		<p>Based on the above, the 2024-25 budget proposes a lower withdrawal rate from the UNUEF - 4.5% vs the UNU Council approved ceiling of 5%. This is in cognizance of the future impact of the low performance of the financial global market in 2021 and 2022, on UNU's future withdrawals. The institutes were also encouraged to include a 'development fund' budget to enhance their flexibility to respond to emerging issues.</p> <p>Resource mobilization remains critical for the growth of the University.</p>
<p>23</p>	<p>The Advisory Committee, noting the need for further consolidation of the Technology Bank for the Least Developed Countries since its establishment in 2018, encourages UNU and its relevant institutes to explore possible synergies and areas of cooperation with the Technology Bank for the Least Developed Countries.</p>	<p>UNU has been in frequent interaction with leadership of the Technology Bank for the Least Developed Countries regarding possible synergies and areas of cooperation, including consultations on structural and governance matters. UNU remains in contact and is available for further consultations and dialogue.</p>
<p>24</p>	<p>The Advisory Committee trusts that the recommendations of the Board of Auditors will be fully implemented by the University and an update on their implementation will be provided in the context of the next UNU budget submission.</p>	<p>Refer Annex VII for the status of implementation of audit recommendations</p>

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Annex IV: UNU Staffing Table for Estimated B2024-2025

*/ 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-4 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-4 Head of Communications	1	1		1	
P-2 Principal Communications Specialist	1	1		1	
NO-B Japan Outreach 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	
P-2 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-5 Procurement and Administrative Assistant	1	1		1	
GS-4 Operation Assistant	1	1		1	
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 Operations Officer	1	1		1	
GS-6 Finance Associate	4	4		4	
GS-5 Finance Assistant	3	3		3	
Human Resources					
P-4 Chief, Human Resources	1	1		1	
NO-B Human Resources Officer	1	1		1	
GS-7 Human Resources Associate	1	1		1	
GS-6 Human Resources Associate	1	1		1	
GS-5 Human Resources Assistant	2	2		2	
UNU-Centre Total	37	37	0	37	0

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Annex IV: UNU Staffing Table for Estimated B2024-2025 (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 Centre for Policy Research (UNU-CPR)					
D-2 Director	1	1	0	1	
D-1 Director of Programmes	1			0	1
P-5 Head of Office - CPR Geneva	1	1	0	1	
P-4 Operations Specialist	1	1		1	
UNU-CPR Total	4	2	1	3	1
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-4 e-Governance Specialist	1	1		1	
GS-4 Communications and Programme Assistant	1	1		1	
GS-4 Communications/Admin Assistant	1	1		1	
UNU-EGov Total	6	6	0	6	0
Vice Rectorate in Europe (UNU-ViE)					
P-3 Head of Communications	1	1		1	
P-3 Finance and Administrative Officer	1	1		1	
P-3 Academic Officer (Head of PACET)	1		1	1	
P-2 Special Assistant to the Vice-Rector and Director EHS	1	1		1	
P-2 Digital Communication Analyst	1	0.8		0.8	0.2
P-2 Associate Academic Officer	1		1	1	
GS-7 Senior Systems Administrator (Head of ICT)	1	1		1	
GS-6 Finance Associate	1	1		1	
GS-6 Human Resources Associate	1	1		1	
Communications Associate /Visual designer/Programme					
GS-5 Associate (TUC)	1	1		1	
GS-4 ICT Assistant	1		1	1	
GS-5 Systems Administrator	1	1		1	
GS-5 Operation Assistant (Focal Point)	1	1		1	
UNU-ViE Total	13	9.8	3	12.8	0.2
UNU Programme on Comparative Regional Integration Studies					
D-1 Director	1	1		1	
P-4 Senior Researcher	2	2		2	
NO-A Policy & Comms Officer	1	1		1	
GS-6 Fin & Admin Associate	1	1		1	
GS-5 Management Assistant	1	1		1	
GS-4 Admin Assistant	1	1		1	
UNU-CRIS Total	7	7	0	7	0
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-3 Operations Manager	1	0	0.7	0.7	0.3
P-2 Researcher	1	1		1	
NO-A Programme and Administrative Officer	1	1		1	
GS-6 Finance Associate	1	1		1	
UNU in Macau Total	8	7	0.7	7.7	0.3

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Annex IV: UNU Staffing Table for Estimated B2024-2025 (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 Environment and Human Security (UNU-EHS)					
D-1 Director	1	1		1	
P-5 Deputy Director	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-4 Academic Officer/ Chief Climate Risk Strategist (Head of MCII)	1		1	1	
P-3 Academic Officer (Head of VARMAP)	1	1		1	
P-3 Academic Officer (Head of EMIC)	1	1		1	
P-3 Academic Officer (Head of FAST)	1		1	1	
P-3 Academic Officer	1		1	1	
P-3 Academic Officer (Head of EVES)	1	0.8	0.2	1	
P-3 Academic Officer (MCII)	1				1
P-3 Academic Officer (MCII)	1				1
P-2 Associate Academic Officer	1		1	1	
P-2 Associate Academic Officer	1		1	1	
P-2 Associate Academic Officer	1		1	1	
P-2 Associate Academic Officer (VARMAP-Pool Academy)	1		1	1	
P-2 Academic Officer - MCII PICAP	1		1	1	
P-2 Associate Academic Officer (non-funded) - VARMAP Pool	1			0	1
P-2 Associate Academic Officer (non-funded) - EVES Jack	1			0	1
P-2 Associate Academic Officer (non-funded) - EVES Pool	1			0	1
P-2 Associate Academic Officer (non-funded) - MCII Pool	2			0	2
P-2 Associate Academic Officer - ICB	1			0	1
P-2 Associate Academic Officer - Pool	2			0	2
P-2 Associate Academic Officer - EMIC Pool	1			0	1
P-2 Associate Programme Support Officer	1	0.3	0.7	1	
P-2 Communications Analyst	1		1	1	
GS-7 Education Associate (Education Programme Manager)	1	1		1	
GS-6 Programme Associate	1	0.3	0.7	1	
GS-6 Programme Associate	1	1		1	
GS-6 Programme Associate (TUC project shift from ViE)	1		1	1	
GS-5 Programme Assistant	1		1	1	
GS-6 Research Associate	1		1	1	
UNU-EHS Total	34	7.5	15.5	23	11
UNU Institute for Integrated Management of Material Fluxes and of Resources (UNU-FLORES)					
D-2 Director	1	1		1	
P-5 Deputy Director	1	1		1	
P-4 Head of Programme	1	1		1	
P-3 Head of Programme	1	1		1	
P-2 Executive & Liaison Officer	1	1		1	
P-2 Associate Programme Officer	1		1	1	
P-2 Associate Programme Officer (KARE)	1	1		1	
P-2 Advocacy & Political Affairs Officer	1	1		1	
NO-B Finance and Administrative Officer	1	1		1	
GS-5 Human Resource Assistant	1	1		1	
GS-5 Finance and Administrative Assistant	1	1		1	
UNU-FLORES Total	11	10	1	11	0

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Annex IV: UNU Staffing Table for Estimated B2024-2025 (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	0.4	0.6	1	
P-5 Academic Advisor	1		1	1	
P-4 Academic Programme Officer	1		1	1	
P-3 Strategy and Knowledge Management Specialist	1	1		1	
NOD Head of Programme & Administration	1		1	1	
NOD Head of Postgraduate Degree and Training Prog	1		1	1	
NO-B Finance and Administrative Analyst	1	1		1	
NO-B Programme Coordinator	1		1	1	
NO-A Programme Coordinator	1		1	1	
GS-4 HR Associate	1	1		1	
GS-4 Liaison Coordinator (OUIK)	1			0	1
GS-4 Special Assistant to Directo	1		1	1	
GS-4 Programme Coordinator	1		1	1	
UNU-IAS Total	13	3.4	8.6	12	1
UNU International Institute for Global Health (UNU-IIGH)					
D-1 Director	1	1		1	
P-5 Chief, Research Lead Gender	1	1		1	
P-4 Research Lead-Global Health Futures	1	1		1	
P-4 Research Lead-Capacity Building	1	1		1	
P-4 Research Lead	1	1		1	
P-3 Research Fellow	2	2		2	
NOC Operations Manager	1	1		1	
NO-A Programme Officer	1	1		1	
NO-A Programme Officer	1	1		1	
GS-5 Administrative 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	13	13	0	13	0
UNU Institute for Natural Resources in Africa (UNU-INRA)					
D-2 Director	1	0.7	0.3	1	
GS-4 Driver/Protocol Assistant	1	1		1	
UNU-INRA Total	2	1.7	0.3	2	0
UNU International Network on Water, Environment and Health					
D-1 Director	1	1		1	
P-5 Assistant Director	1	1		1	
P-3 Head of Research	1	1		1	
NO-B Finance Officer	1	1		1	
GS-6 Executive Associate & HR Coordinator	1	1		1	
UNU-INWEH Total	5	5	0	5	0
UNU Maastricht Economic and Social Research and Training Centre					
D-1 Director	1	1		1	
P-5 Senior Research Fellow	1	1		1	
P-5 Research Fellow-Development Po	1			0	1
P-4 Research Fellow	1	1		1	
P-3 Research Fellow	4	4		4	
P-3 Chief, Administrative & Programme Services	1	1		1	
P-3 Head Communications	1	1		1	
P-3 Partnership-Liaison Specialist	1	1		1	
UNU-MERIT Total	11	10	0	10	1

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Annex IV: UNU Staffing Table for Estimated B2024-2025 (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	1	0.8	0.2	1	
P-5 Senior Research Fellow	1		1	1	
P-4 Head of Operations	1	1		1	
P-4 Research Fellow	1	1		1	
P-4 Research Fellow	1		1	1	
P-4 Research Fellow	1		1	1	
P-4 Head of Partnerships & Programme Unit	1	1.0	0.0	1	
P-4 Research Fellow (secondment)	1		1	1	
P-3 Research Fellow	1	1		1	
P-3 Research Fellow	1		1	1	
P-3 Research Fellow	1		1	1	
P-3 Communications Officer	1	1		1	
P-2 Research Fellow	1		1	1	
P-2 Associate Programme Officer	1		1	1	
P-2 People Operations Manager	1	1		1	
P-2 Associate Programme Officer	1		1	1	
P-2 Senior Systems Analyst	1	1		1	
P-2 Research Fellow	1		1	1	
P-2 Research Fellow	1		1	1	
P-2 Research Fellow	1		1	1	
P-2 Associate Communications Officer	1	0.5	0.5	1	
NO-A Operations Manager	1	1		1	
GS-7 Editorial and Publishing Associate	1	1		1	
GS-7 Procurement Associate	1	1		1	
GS-6 Digital Workplace Technician	1	1		1	
GS-6 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 Administration & Travel Management Associate	1	1		1	
GS-6 Project Associate	1	1		1	
GS-5 Human Resources Assistant	1	1		1	
GS-5 Procurement Assistant	1	1		1	
UNU-WIDER Total	37	24.1	12.9	37	0
UNU Headquarters Building					
NO-B HQ Building Manager	1	1		1	
NO-B Security and EMS Officer	1	1		1	
GS-3 Conference Service Coordinator	1	1		1	
UNU Headquarters Building Total	3	3	0	3	0
UNU Total	204	146.6	42.9	189.5	15

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Annex V: UNU Staffing Table Comparison of Funded Posts Between Initial B2022-2023 and Estimated B2024-2025 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																					
2022-2023	33	22	1	1	1	2	2	3	1	1	1	1	5	3	11	1	4	4	2		
2024-2025	37	23	1	1	1	2		5	1	2	1	1	7	1	14	2	5	6	1		
Variance	4	1	0	0	0	0	-2	2	0	1	0	0	2	-2	3	1	1	2	-1	0	0
CPR																					
2022-2023	3	3				2			1						0						
2024-2025	3	3			1		1	1							0						
Variance	0	0	0	0	1	-2	1	1	-1	0	0	0	0	0	0	0	0	0	0	0	0
eGov																					
2022-2023	6	4				1		1	1	1					2				2		
2024-2025	6	4				1		2	1						2				2		
Variance	0	0	0	0	0	0	0	1	0	-1	0	0	0	0	0	0	0	0	0	0	0
VIE																					
2022-2023	11	6						1	2	3					5	1	3	1			
2024-2025	12.8	5.8						0	3	2.8					7	1	2	3	1		
Variance	1.8	-0.2	0	0	0	0	0	-1	1	-0	0	0	0	0	2	0	-1	2	1	0	0
CRIS																					
2022-2023	3	3				1		2							0						
2024-2025	7	4				1		2						1	3		1	1			
Variance	4	1	0	0	0	0	0	0	0	0	0	0	0	1	3	0	1	1	1	0	0
UNU in Macau																					
2022-2023	7	6				1		1	2	1				1	1		1				
2024-2025	7.7	6.7				1		1	2.7	1				1	1		1				
Variance	0.7	0.7	0	0	0	0	0	0	0.7	0	0	0	0	0	0	0	0	0	0	0	0
EHS																					
2022-2023	19	14				1	1	2	6	4					5	1	3	1			
2024-2025	23	17				1	1	3	5	7					6	1	4	1			
Variance	4	3	0	0	0	0	0	1	-1	3	0	0	0	0	1	0	1	0	0	0	0
FLORES																					
2022-2023	12	11				1		1	5	3				1	1		1				
2024-2025	11	9				1	1	1	1	4			1		2			2			
Variance	-1	-2	0	0	0	0	1	0	-4	1	0	0	1	-1	1	0	-1	2	0	0	0
IAS																					
2022-2023	13	9				1	1	1	1		2		2	1	4				4		
2024-2025	12	9				1	1	1	1		2		2	1	3				3		
Variance	-1	0	0	0	0	0	0	0	0	0	0	0	0	0	-1	0	0	0	-1	0	0
IIGH																					
2022-2023	12	9				1	1	2	2			1		2	3			1	1	1	
2024-2025	13	10				1	1	3	2			1		2	3			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
INRA																					
2022-2023	2	1			1										1				1		
2024-2025	2	1			1										1				1		
Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INWEH																					
2022-2023	4	3				1	1						1		1				1		
2024-2025	5	4				1	1		1				1		1				1		
Variance	1	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
MERIT																					
2022-2023	12	12				1	3	1	7						0						
2024-2025	10	10				1	1	1	7						0						
Variance	-2	-2	0	0	0	0	-2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WIDER																					
2022-2023	35	19			1		3	2	3	10					16	5	9	2			
2024-2025	37	23			1	1	1	6	4	9				1	14	2	10	2			
Variance	2	4	0	0	0	1	-2	4	1	-1	0	0	0	1	-2	-3	1	0	0	0	0
HQ's Bldg																					
2022-2023	2	2											2		0						
2024-2025	3	2											2		1					1	
Variance	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
Total																					
2022-2023	174	124	1	1	3	13	12	17	31	23	3	2	10	8	50	8	22	9	10	1	0
2024-2025	189.5	131.5	1	1	4	12	8	26	29	26	3	2	13	7	58	6	24	16	10	2	0
Variance	15.5	7.5	0	0	1	-1	-4	9	-2	2.8	0	0	3	-1	8	-2	2	7	0	1	0

Annex VI: The use of the PSA contract modality

Justification for the use of the PSA contract modality presented at the 76th session of the UNU Council, 25-26 November 2021.

I. Introduction

This paper is prepared in response to the recommendation contained in the Report of the Advisory Committee on Administration and Budgetary Questions (ACABQ) on the UNU Programme and Budget 2022-2023. Thereport of the ACABQ on the UNU Programme and Budget 2022-2023 contained the following recommendation:

While noting the additional information provided on the PSA contract modality in Annex VI of the UNU budget document, the Advisory Committee recommends that a detailed analysis and justification of the use of the PSA contract modality is presented to the UNU Council for review at the time of its consideration of the 2022-2023 budget proposal.

Pursuant to Article VIII, paragraph 7 of the Charter of the United Nations University (UNU), academic and administrative personnel other than the personnel referred to in paragraph 4 and 6 of Article VIII shall be appointed by the Rector as UNU personnel.

Within UNU, such personnel are appointed under a Personnel Service Agreement (PSA). Such personnel serve in their personal capacity and not as representatives of a government or of any other authority external to UNU. These personnel are neither 'staff members' under the Staff Regulations of the United Nations nor 'officials' for the purpose of the Convention of 13 February 1946 on the Privileges and Immunities of the United Nations. They may, however, be given the status of 'experts on mission' in the sense of Section 22 of Article VI of the Convention, and enjoy any privileges and immunities which may be provided for in agreements concluded between the UNU and its various host countries.

II. Analysis and Justification

The PSA contracting modality has been used within UNU since the organization was established. PSA contracts provide UNU with a comprehensive, flexible and cost-effective contractual framework which respond to project, programme and administrative requirements. They also provide for attractive, stable and fair conditions of employment which enables UNU to attract, select and retain services of skilled, high-performing individuals. As of 31 October 2021, UNU had 237 personnel on PSA and 134 personnel on UN staff contracts. PSA are thus the primary contracting modality within UNU.

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% and those PSA holders separate on average after a period of 32 months with UNU.

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 UN agencies, non-governmental organizations, or the private sector.

In addition, the nature of UNU's work as a think tank for the UN, means that UNU 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 an enabling, agile contract that facilitates this exchange of knowledge.

In June 2021, United Nations Development Programme - UNDP promulgated a PSA policy similar to UNU's and transitioned approximately 15,000 individual contractors to this contract modality.

The PSA contract modality has served UNU well in the past and is expected to do so in the future.

Biennium

Annex VII - Status of audit recommendations of the Board of Auditors**A. Implementation of the recommendations contained in the report of the Board of Auditors for the year ended 31 December 2022 (as of August 2023)****Status of implementation of all recommendations**

(Number of recommendations)

<i>Department responsible</i>	<i>Total</i>	<i>Not accepted</i>	<i>Closure requested</i>	<i>Under implementation*</i>
UNU-MERIT	5		1	4
Administration	15	2	1	13
Total	20	2	2	17
%	100	10	5	85

*Target date set for all recommendations under implementation

B. Implementation of the recommendations contained in the report of the Board of Auditors for prior financial periods (as of August 2023)**Status of implementation of recommendations from prior periods considered not fully implemented**

(Number of recommendations)

<i>Department responsible</i>	<i>Total</i>	<i>Not accepted</i>	<i>Closure requested</i>	<i>Under implementation*</i>
UNU-EHS and UNU-VIE	3			3
Administration	7		1	6
Total	10		1	9
%	100		10	90

*Target date set for all recommendations under implementation