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# **UNU Work Programme and Budget Estimates for the Biennium 2026-2027**

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## List of Abbreviations and Acronyms

|            |   |        |  |
|------------|---|--------|--|
| AAA        | Academic Affiliation Agreements   | ESD    | Education for Sustainable Development                                    |
| ACET       | African Center for Economic Transformation                                      | ESG    | Environmental, Social and Governance                                     |
| 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   |
| AU         | African Union   | GEF    | Global Environment Facility  |
| B2014-2015 | 2014-2015 Biennium  | GEOC   | Global Environmental Outreach Centre                                     |
| B2016-2017 | 2016-2017 Biennium  | GHG    | Greenhouse Gas   |
| B2018-2019 | 2018-2019 Biennium  | GIS    | Geographical Information Systems   |
| B2020-2021 | 2020-2021 Biennium  | GIZ    | Deutsche Gesellschaft für Internationale Zusammenarbeit                  |
| B2024-2025 | 2024-2025 Biennium  | GLOMOS | Global Mountain Safeguard Research                                       |
| BMBF       | German Federal Ministry of Education and Research                               | GLTP   | Global Leadership Training Programme                                     |
| BMUB       | German Federal Ministry for Environment, Nature Conservation and Nuclear Safety | GMS    | Greater Mekong Subregion   |
| BMZ        | German Federal Ministry for Economic Cooperation and Development                | GRAF   | Global Risk Assessment Framework   |
| c/f        | Carried Forward   | GRIPP  | Groundwater Solutions Initiatives for Policy and Practice                |
| C3         | UNU Campus Computing Centre   | GWP    | Global Water Partnership   |
| CBD        | Convention on Biological Diversity  | HLCP   | High-Level Committee on Programmes                                       |
| CEB        | United Nations System Chief Executives Board                                    | HLPF   | High-Level Political Forum on Sustainable Development                    |
| CONDIR     | Conference of Directors of UNU Research and Training Centres / Programmes       | IADB   | Inter-American Development Bank  |
| CORMAS     | Common Pool Resources and Multi-Agent Systems                                   | IAEA   | International Atomic Energy Agency                                       |
| CRA        | College of Research Associates  | ICA    | Institutional Contractual Agreements                                     |
| CTC        | Consultant Contracts  | ICARDA | International Center for Agriculture Research in the Dry Areas           |
| DCO        | United Nations Development Coordination Office                                  | ICEGOV | International Conference on Theory and Practice of Electronic Governance |
| DEIP       | Design and Evaluation of Innovation Policies                                    | ICGEB  | International Centre for Genetic Engineering and Biotechnology           |
| DPO        | United Nations Department of Peacekeeping Operations                            | ICT    | Information and communications technology                                |
| ECOSOC     | United Nations Economic and Social Council                                      | IDEA   | Instituto de Estudios Avanzados  |
| EL-CSID    | European Leadership in Cultural, Science and Innovation Diplomacy               | IDRC   | International Development Research Centre (Canada)                       |
| EMIC       | Environment and Migration: Interactions and Choices Section                     | IFAD   | International Fund for Agricultural Development                          |
| EPRM       | Evidence Based Policy Research Methods  | IFRC   | International Federation of Red Cross and Red Crescent Societies         |
| EQUALS-EU  | Europe's Regional Partnership for Gender Equality in the Digital Age            | IGES   | Institute for Global Environmental Strategies                            |
| ERP        | Enterprise Resources Planning   | IIASA  | International Institute for Applied Systems Analysis                     |

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

|                 |  |              |  |
|-----------------|--|--------------|--|
| UNEOG           | United Nations Executive Office of the Secretary-General   |              |  |
| UNEP            | United Nations Environment Programme   | UNU Centre   | United Nations University Centre   |
| UNESCAP         | United Nations Economic and Social Commission for Asia and the Pacific   | UNUEF        | UNU Endowment Fund   |
| UNESCO          | United Nations Educational, Scientific and Cultural Organization   | UNU HQ       | UNU Headquarters in Tokyo  |
| UNESCO-IFAP     | UNESCO Information for All Programme   |              |  |
| UNESCO-IHE      | IHE Delft Institute for Water Education  | UNU HQ Bldg  | UNU Headquarters Building in Tokyo   |
| UNESCO-IHP      | UNESCO International Hydrological Programme  | UNU in Macau | UNU Institute in Macau   |
| UNESCO-IHS      | UNESCO-Institute for Housing and Urban Development Studies   | UNU-BIOLAC   | UNU Biotechnology Programme for Latin America and the Caribbean                    |
| UNESCWA         | United Nations Economic and Social Commission for Western Asia   | UNU-CPR      | UNU Centre for Policy Research   |
| UNFCCC          | United Nations Framework Convention on Climate Change  | UNU-CRIS     | UNU Institute on Comparative Regional Integration Studies                          |
| UNFL            | United Nations Fund for Legal Assistance to Victims of Chemical Weapons  | UNU-EGOV     | Operating Unit on Policy-Driven Electronic Governance                              |
| UNFPA           | United Nations Population Fund   | UNU-EHS      | UNU Institute for Environment and Human Security                                   |
| UNGA            | United Nations General Assembly  | UNU-FLORES   | UNU Institute for Integrated Management of Material Fluxes and of Resources        |
| UNGIS           | United Nations Group on the Information Society  | UNU-IAS      | UNU Institute for the Advanced Study of Sustainability                             |
| UN-HABITAT      | United Nations Human Settlements Programme   | UNU-IIGH     | UNU International Institute for Global Health                                      |
| UN-HABITAT(HSP) | United Nations Human Settlements Programme (Habitat Support Programme)   | UNU-INRA     | UNU Institute for Natural Resources in Africa                                      |
| UNHCR           | United Nations High Commissioner for Refugees  | UNU-INWEH    | UNU Institute for Water, Environment and Health                                    |
| UNIC            | United Nations Information Centres   | UNU-IRADDA   | UNU Institute for Sustainable Development  |
| UNICEF          | United Nations Children's Fund   | UNU-MERIT    | UNU Maastricht Economic and Social Research Institute on Innovation and Technology |
| UNIDO           | United Nations Industrial Development Organization   | UNU-VIE      | UNU Vice-Rectorate in Europe   |
| UNIDR           | United Nations Institute for Disarmament Research  | UNU-WIDER    | UNU World Institute for Development Economics Research                             |
| UNITAR          | United Nations Institute for Training and Research   | UNV          | United Nations Volunteer   |
| UN OCHA         | United Nations Office for the Coordination of Humanitarian Affairs   | UN-Water     | United Nations Water   |
|                 | United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States | UNWTO        | World Tourism Organization   |
| UN-OHRLLS       |  | USD          | United States Dollar   |
|                 |  | VARMAP       | Vulnerability Assessment, Risk Management and Adaptive Planning                    |
| UNODC           | United Nations Office on Drugs and Crimes  | VUB          | Vrije Universiteit Brussel   |
| UNODET          | United Nations Office for Development and Environment Technology   | VVN          | United Nations Association Flanders Belgium  |
| UNOICT          | United Nations Office of Information and Communications Technology   | WASAG        | Global Framework for Action against Water Scarcity                                 |
| UNPBSO          | United Nations Peacebuilding Support Office  | WASP         | World Adaptation Science Programme   |
| UNOPS           | United Nations Office for Project Services   | WB           | World Bank   |
|                 |  | WFP          | World Food Programme   |
| UNISDR          | United Nations International Strategy for Disaster Reduction   | WHO          | World Health Organization  |
| UNRIC           | United Nations Regional Information Centre for Western Europe  | WIPO         | World Intellectual Property Organization   |
| UNSSC           | United Nations System Staff College  | WiSE         | Well-being, Sustainability and Equity  |
|                 |  | WLC          | Water Learning Centre  |
| UN-SPIDER       | United Nations Platform for Space-based Information for Disaster Management and Emergency Response   | WMO          | World Meteorological Organization  |
| UNU             | United Nations University  | WPRO         | Western Pacific Regional Office  |

WTO

World Trade Organization

## I. Overview of the Work Programme and Budget for B2026-2027

1. The United Nations University (UNU) is 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. UNU's institutes conduct policy-relevant research and offer academic programmes and other capacity development initiatives.
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. UNU is expanding its partnerships and networks, strengthening its role as a bridge builder between academia and policymakers.
3. The resources available to each UNU institute vary in accordance with historical factors and different 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 compared 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.<sup>1</sup>
5. UNU's prudent approach to financial management have helped it to operate smoothly through unpredictable times. Despite ongoing shifts in donor priorities and significant funding pressure facing the UN system, UNU's financial structure and prudent management have allowed it to maintain a relatively stable financial position, with core income expected to increase in B2026-2027.
6. The UN Secretary-General has launched a system-wide reform known as the UN80 Initiative. As part of this initiative, UNU was tasked, along with UNITAR, to co-lead one of seven reform clusters, specifically the cluster on Training and Research. UN80 aims to streamline mandates and reduce duplication across UN entities, identify efficiency gains, and propose structural reforms to shape a more coherent and fit-for-purpose UN system. Any structural reforms initiated by UN80 would have political, legal, and financial implications to the structure and governance of UNU. These have not been included in the proposed B2026-2027 budget as the initiative remains underway.
7. UNU is well-placed to execute its programming in the 2026-2027 biennium. The income projections for B2026-2027, 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 B2026-2027 consequently represent the lowest reasonable estimates based on information available at the time of budgeting.
8. 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 B2026-2027, income estimates for project-based fundraising are expected to decrease by 16.8 per cent (USD 6.2 million), while institutional fundraising (for core operations) is expected to increase by 27.4 per cent (USD 6.5 million). UNU expects to receive additional contributions throughout the 2026-2027 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 B2026-2027, USD 119.3 million, represents a 5.0 per cent increase over the initial estimate presented for UNU's B2024-2025 budget.

<sup>1</sup> The UNU Council, at its 69<sup>th</sup> 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 71<sup>st</sup> session in Rome, Italy, in May 2019.

9. The B2026-2027 budget estimates include USD 40.9 million earmarked for academic programmes and projects, a 9.8 per cent decrease over initial B2024-2025 estimates, and USD 29.6 million for associated personnel costs, an 18.9 per cent increase. Total funded staff posts grew from 190 to 194 due mainly to increases in UNU-VIE, UNU-EHS and UNU-INWEH.
10. 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.<sup>2</sup>
11. The B2026-2027 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 B2026-2027

12. The University will maintain a conservative approach to budgeting and spending in the 2026-2027 biennium.
13. The University's work programme and budget for B2026-2027 is the first budget entirely under the UNU 2025-2029 Strategic Plan, which focuses on three priority areas: Knowledge, Partnerships, and Impact. By expanding its research and educational activities, strengthening partnerships, and enhancing its presence and visibility, UNU aims to create lasting impact. The 2025-2029 Strategic Plan comprises four principal themes for UNU's research programme: peace and security; social change and economic development; environment, climate, and energy; and transformative technologies.
14. The 2026-2027 work programme continues to expand UNU's impactful work with academia, UN Member States, and other UN entities. Discussions with the Government of Italy regarding the establishment of the UNU Institute in Bologna focused on Artificial Intelligence are at an advanced stage – the biennium budget will be revised accordingly following the completion of the relevant agreements. UNU is also in discussion with the Government of Hungary regarding the establishment of a new institute. The biennium budget will be revised upon completion of the necessary agreements.
15. In line with administrative initiatives launched by the United Nations Secretary-General, UNU will continue to support organisational change in B2026-2027 by addressing disability inclusion, workplace conduct, staff wellbeing, mental health, and gender-sensitive behaviour. Investing in a dynamic, inclusive, and diverse institutional culture will remain a central priority for the University.
16. UNU will continue to encourage innovation in all aspects of its work. The B2026-2027 work programme and budget maintain the "programme development and innovation fund" that provides resources for institutes to nurture innovative academic, technical, and partnership initiatives.
17. The overall UNU personnel complement has reached 61 per cent female representation. Seventy per cent of UNU Institute Directors are female. 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.

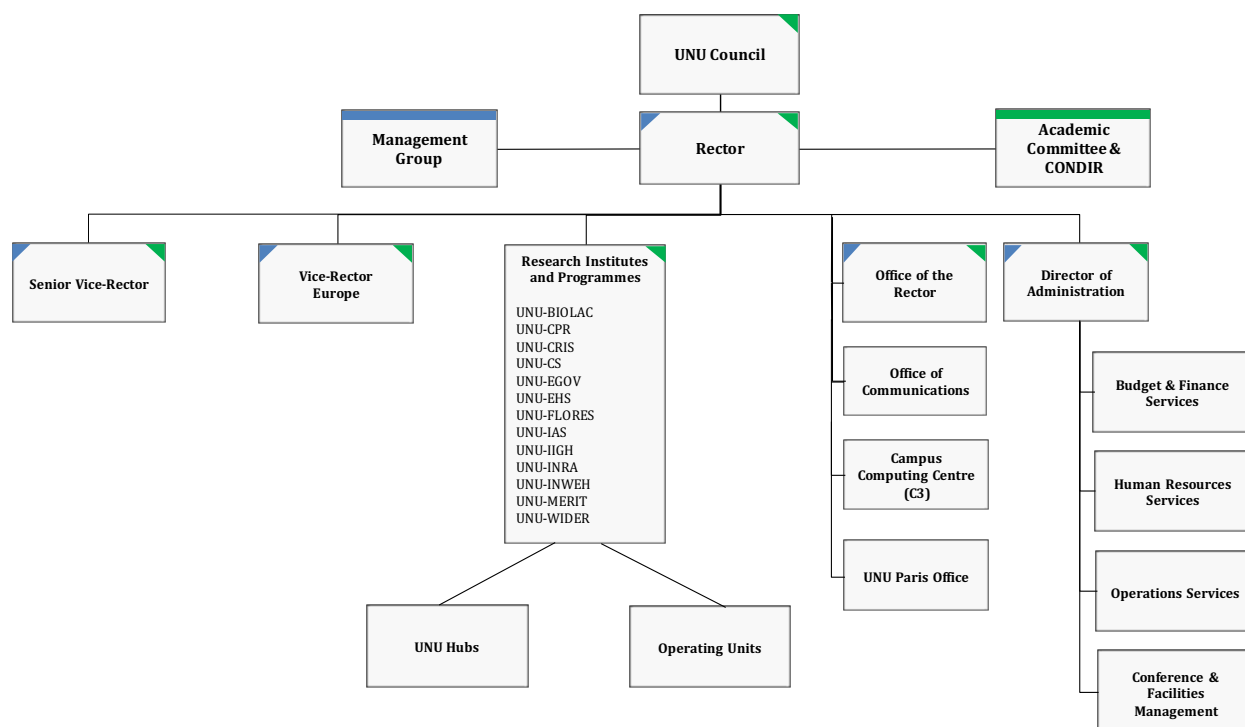
<sup>2</sup> Institute Advisory Committees/Boards are advisory in nature, whereas the UNU Council approves the work programme and adopts the budget of the University, in line with the UNU Charter, Art. IV para. 4 (d).



18. 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.
19. 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.
20. UNU has established a new form of partnership named "UNU Hubs". A UNU Hub is created within an existing university or academic institution after the completion of a formal agreement wherein they agree to work closely with a UNU Institute through collaborative research, education, and capacity building. The UNU institutes benefit from the academic expertise and resources of the host university within which the UNU Hub is located, allowing UNU to leverage local skills to create positive impact. The host university of a UNU Hub benefits from a greater ability to support the UN system and policymakers, bridging the gap between academia and the UN system. Since launching the UNU Hub model, UNU Hubs have been opened at academic institutions in North America, Europe, and Africa. Additional Hubs are expected to be launched in these regions, as well as in Asia and Latin America, during the 2026-2027 biennium.

## II. Organization of the United Nations University B2026-2027

### UNU Organizational Chart



## Governance

### UNU Council

21. The UNU Council is the governing board of the University. Members are appointed by the Secretary-General of the United Nations and the Director-General of the United Nations Educational, Scientific and Cultural Organization (UNESCO) and serve in their individual capacity (not as representatives of their countries), normally for six-year terms. The Secretary-General of the United Nations, the Director-General of UNESCO and the Executive Director of the United Nations Institute for Training and Research (UNITAR) are ex-officio members of the Council.
22. The Council formulates principles and policies that govern the activities and operations of the University in accordance with the UNU Charter. It adopts statutes for the application of the UNU Charter, decides upon the setting up of research institutes, and establishes standards for their operation.
23. The Council includes an Executive Committee as well as a Committee on Finance, Budget and Human Resources. The latter considers the work programme and the budget of the University based on proposals submitted to it by the Rector, which the Council approves. The Council reports to the United Nations General Assembly, the United Nations Economic and Social Council (ECOSOC), and the Executive Board of UNESCO.
24. The Council consists of 12 members, who are joined by the Rector and three ex-officio members. At the time of preparing this budget, gender representation is majority female (nine female and seven male members). In May 2025, six new members joined the UNU Council.

### UNU Centre

25. 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 Paris Office. UNU Centre also includes the Centre for Policy Research (UNU-CPR).

### Management Group

26. 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 Legal Advisor, the Chief of Staff, 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.
27. The Senior Vice-Rector strengthens UNU's scientific partnership with academia; supports important relationships with key government ministries and the public; engages in research and outreach activities; and support strategic leadership and coordination. 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.
28. 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.

### Office of the Rector

29. 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.

Biennium

30. 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.
31. 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.

### **Administration**

32. 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.
33. 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**

34. 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**

35. 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.

### **UNU Paris Office**

36. The UNU Paris Office connects the UNU system with stakeholders in France, including UNESCO, OECD, the International Science Council, academia, and the private sector. The office is focused on resource mobilization, establishing strategic partnerships, expanding UNU's activities in France, and supporting the UNU Rector's activities and engagements.

## **Description of UNU Institutes**

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

37. 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**

38. 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 and sustainability over the long term. 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, 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**

39. 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 (UNU-Macau), Macau SAR, China**

40. The UNU 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**

41. 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.
42. From the 2026–2027 biennium onwards, UNU-EGOV is budgeted and reported as a standalone unit, separate from UNU-Centre. This change underscores UNU-EGOV's independent operational mandate and strengthens transparency in resource allocation, activities, and outcomes.

### **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 adaption and societal transformation to shape scientific and policy debates. 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 operates across four fundamental work packages: (i) power and accountability; (ii) gender equality and intersectionality; (iii) digital health security and governance; (iv) climate justice and determinants of health.

### **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), Richmond Hill, Canada**

50. UNU-INWEH specializes in addressing critical global security and development challenges at the intersection of water, environment, and health. Through research, capacity development, policy engagement, and knowledge dissemination, the institute bridges the gap between scientific evidence and the practical needs of policymakers and UN member states, with particular attention to low- and

middle-income countries. By collaborating with a diverse array of partners—including UN agencies, governments, academia, the private sector, and civil society—UNU-INWEH develops solutions that advance human security, resilience, and sustainability worldwide. As the "UN's Think Tank on Water," UNU-INWEH represents UNU in UN-Water, a coordination mechanism comprising United Nations entities and international organizations working on water and sanitation issues.

### **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. Based in Helsinki, Finland, the Institute operates globally and within the United Nations system through partnerships and a network of experts. It 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.
53. The 2024 - 2027 work programme focuses on three critical areas: reducing inequality, building sustainable peace, and creating fiscal space for development. These pillars guide research that integrates economic, political, and social perspectives. UNU-WIDER's strength lies in five interrelated dimensions: it engages in global policy debates as a trusted think tank; conducts rigorous academic research; leverages its UN affiliation to participate in international policy processes; maintains long-term partnerships in the Global South; and coordinates a vast network of researchers and policymakers worldwide. This integrated model enhances its impact and ensures research relevance and credibility. The institute aims to empower countries in the Global South by supporting inclusive, locally grounded policy formulation. Through collaboration with in-country institutions and an emphasis on capacity development, UNU-WIDER advances equitable development. Its approach promotes co-creation of knowledge and supports evidence-based decision-making to improve the lives of the world's poorest and most vulnerable populations.

### III. Budget of the United Nations University B2026-2027

#### Overview

54. The 2026-2027 biennium budget is aligned with the thematic and strategic priorities outlined in the 2025-2029 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.
55. The estimated budget has been prepared at a time of great global challenges, marked by the following:
  - (i) Global economic uncertainties and shifting government priorities, driven by geopolitical tensions and domestic policies, have led to some donor governments to redirect or reduce their development aid budgets resulting in reduced project fundraising in several institutes.
  - (ii) Significant funding pressure facing the wider UN system. UNU does not benefit from the regular budget of the United Nations. However, the decreased funding from UN Member States could potentially impact institutional funding from UNU host governments.
  - (iii) UNU adheres to prudent budgeting practices, with income estimates based solely on confirmed funding, excluding contributions under negotiations. As a voluntary funded organization, the 2026-2027 budget reflects the lowest income and expenditure estimates, with budget revisions to be made upon confirmation of additional funding.
56. Despite the challenging operating environment, UNU has estimated a 2026-2027 biennium budget of USD 118.3 million, representing a 4.2 per cent increase over the current biennium.
57. Table 1 presents a summary of the estimated budgetary resources and utilization for the biennium.

#### B2026-2027 Budget Income and Expenditures Estimates

(in thousands of USD)

Table 1

| Cost Category                      | Estimates<br>B2024-<br>2025 <sup>3</sup> | Estimates<br>2026 | Estimates<br>2027 | Estimates<br>B2026-<br>2027 | Estimates<br>B2026-2027<br>over Estimates<br>B2024-2025 % |
|------------------------------------|--|-------------------|-------------------|-----------------------------|---|
| Academic Programme & Projects      | 45,385                                   | 24,222            | 16,500            | 40,722                      | -10.3%  |
| Staffing Table Costs               | 37,331                                   | 20,633            | 21,272            | 41,905                      | 12.3%   |
| Other Personnel Costs              | 13,179                                   | 8,101             | 8,286             | 16,387                      | 24.3%   |
| General Expenses                   | 17,684                                   | 9,756             | 9,579             | 19,335                      | 9.3%  |
| <b>GRAND TOTAL</b>                 | <b>113,579</b>                           | <b>62,712</b>     | <b>55,637</b>     | <b>118,349</b>              | <b>4.2%</b>   |
| <b>Budget Financing (Income)</b>   |  |                   |                   |                             |   |
| Project Fundraising                | 36,900                                   | 18,816            | 11,676            | 30,492                      | -17.4%  |
| Institutional Fundraising          | 23,868                                   | 16,047            | 15,941            | 31,988                      | 34.0%   |
| Cost Recovery                      | 2,230                                    | 1,622             | 1,380             | 3,002                       | 34.6%   |
| Income from Endowment Fund         | 35,454                                   | 17,939            | 17,971            | 35,910                      | 1.3%  |
| Cumulative Surplus Carried Forward | 12,478                                   | 6,736             | 7,402             | 14,138                      | 13.3%   |
| Other Income                       | 2,649                                    | 1,552             | 1,267             | 2,819                       | 6.4%  |
| <b>GRAND TOTAL</b>                 | <b>113,579</b>                           | <b>62,712</b>     | <b>55,637</b>     | <b>118,349</b>              | <b>4.2%</b>   |

<sup>3</sup> The budget estimates approved by the Council at its 80<sup>th</sup> session in November 2023.



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58. UNU continues to prioritize the allocation of its resources for programmatic work. As illustrated in Table 2, USD 69.7 million (58.9 per cent) out of the total 2026-2027 budget is allocated to Academic Activities, which include academic and research work programmes, capacity development initiatives, and post-graduate training. A key component of Academic Activities is the inclusion of costs for staff and other personnel involved in academic and research work.

### B2026-2027 Budget allocation to Academic Activities

(in thousands of USD)

Table 2

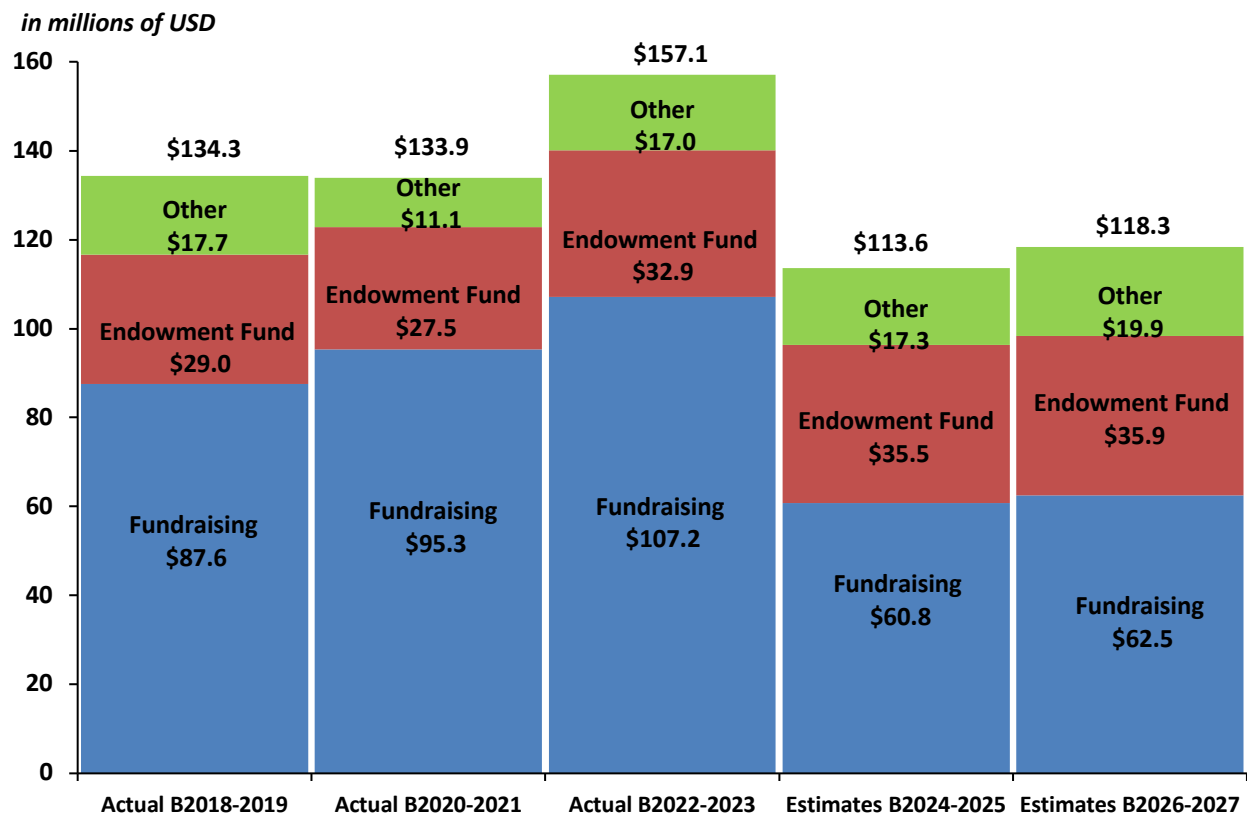
| Cost for Academic Activities | Estimates<br>B2024-2025 | Estimates<br>B2026-2027 | Estimates B2026-<br>2027<br>over Estimates<br>B2024-2025 % |
|------------------------------|-------------------------|-------------------------|--|
| Academic Programme           | 45,385                  | 40,722                  | -10.3%   |
| Staffing Table Costs         | 18,223                  | 21,083                  | 15.7%  |
| Other Personnel Costs        | 6,648                   | 7,921                   | 19.1%  |
| <b>Total</b>                 | <b>70,256</b>           | <b>69,726</b>           | <b>-0.8%</b>   |
| <b>% of total budget</b>     | <b>61.9%</b>            | <b>58.9%</b>            | <b>-2.9%</b>   |

### Historical budget trends

59. The University is estimating higher budget financing in 2026-2027 compared to the current biennium. Notably, fundraising income - historically representing around 70% of the budget - is projected based on confirmed funding agreements.

Graph 1

### Trend by Income Category Over Ten Years



### Trend by budget cost categories

*(in thousands of USD)*

Table 3

| Cost Category                                 | Actual<br>B2018- 2019 | Actual<br>B2020- 2021 | Actual<br>B2022-2023 | Estimates<br>B2024-2025 | Estimates<br>B2026-2027 |
|---|-----------------------|-----------------------|----------------------|-------------------------|-------------------------|
| Academic Programmes & Projects                | 48,659                | 49,856                | 66,649               | 45,385                  | 40,722                  |
| Staffing Table Costs                          | 28,783                | 26,582                | 28,344               | 37,331                  | 41,905                  |
| Other Personnel Costs                         | 9,712                 | 9,823                 | 10,119               | 13,179                  | 16,387                  |
| General Expenses                              | 16,939                | 15,133                | 15,772               | 17,684                  | 19,335                  |
| <b>GRAND TOTAL</b>                            | <b>104,093</b>        | <b>101,394</b>        | <b>120,884</b>       | <b>113,579</b>          | <b>118,349</b>          |
| <b>% of total personnel to overall budget</b> | <b>37.0%</b>          | <b>35.9%</b>          | <b>31.8%</b>         | <b>44.5%</b>            | <b>49.3%</b>            |

60. Over the past four biennium, UNU has consistently outperformed its budget income estimates. In particular, receipt of externally raised income has exceeded estimates by a growing margin—from 39 per cent in 2018–2019 to 56 per cent in 2024–2025. This upward trend reflects stronger-than-expected fundraising and institutional support, underscoring the University's resilience and credibility with donors.

## Trend of externally raised income estimates vs. actuals

(in thousands of USD)

Table 4

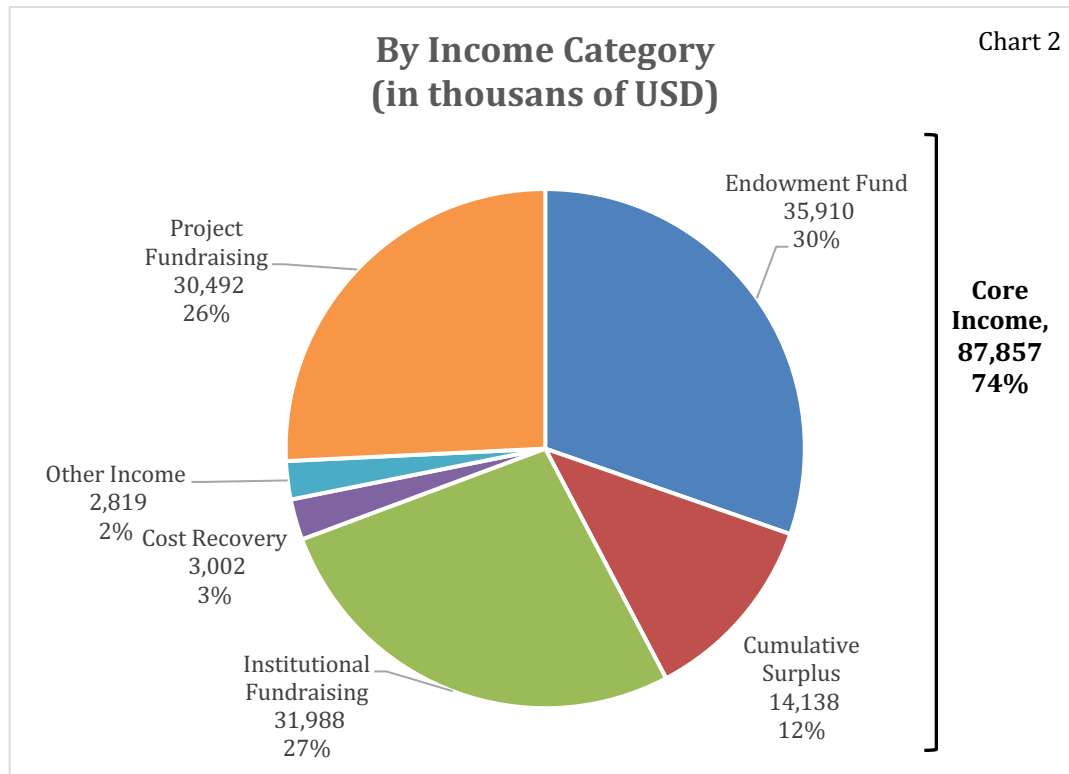
| Externally raised income* | 2018-2019 | 2020-2021 | 2022-2023 | 2024-2025 |
|---------------------------|-----------|-----------|-----------|-----------|
| Estimates                 | 67,575    | 74,111    | 80,858    | 65,647    |
| Actuals <sup>#</sup>      | 94,111    | 100,586   | 114,644   | 102,616   |
| Actuals vs Estimates      | 26,536    | 26,475    | 33,786    | 36,969    |
| %                         | 39%       | 36%       | 42%       | 56%       |

\* Externally raised income refers to institutional funding, other income, and project fundraising

<sup>#</sup> Actuals 2025 is based on actual income received up to June 2025 plus a projection for the remaining months in 2025

### A. Income Estimates

61. 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. UNU is not financed through assessed contributions from Member States, but rather solely from voluntary contributions. UNU does not receive any subvention from the regular budget of the United Nations.
62. While UNU is not directly impacted by the general UN budget and cash crisis, it remains vigilant and attentive to the evolving landscape of global contributions. This proactive stance is crucial in understanding how these financial shifts might indirectly influence the priorities and resource allocation of host governments, which provide institutional support to some institutes. UNU will continue to monitor these trends to better anticipate potential challenges and opportunities, to ensure continued operational effectiveness in a dynamic international environment. The B2026-2027 incorporates signed agreements with host governments, as applicable, with indications that trends of institutional fundraising are varied across institutes, with some experiencing increases and others experiencing decreases. The trend is also varied for institutes that receive regular contributions from host governments that is categorized as specific project costs.
63. The estimated budgetary income for B2026-2027 is USD 118.3 million, derived from two primary sources: core income and project fundraising.
64. Core income, representing unearmarked resources, is essential in sustaining the University's operations. For B2026-2027, it is estimated at USD 87.9 million, or 74.2 per cent of the total estimated income. This includes USD 35.9 million in endowment fund income, USD 32.0 million in institutional fundraising, USD 3.0 million in cost recovery income, USD 14.1 million carry over of cumulative surplus from prior biennia, and USD 2.8 million other income. Estimated core income increased by 14.6 per cent compared to the initial B2024-2025 budget.
65. Project fundraising aims to secure additional resources to support academic pursuits beyond the activities financed from core income. Estimated Project fundraising amounts to USD 30.5 million (25.8 per cent of the total estimated income).
66. Chart 2 and Table 5 show the sources of estimated income for B2026-2027.



### B2026-2027 Income

(in thousands of USD)

Table 5

| Income Category           | Actual<br>B2022-2023 | Estimates<br>B2024-2025 | Estimates<br>B2026-2027 | Change over<br>Estimates<br>B2024-2025 % |
|---------------------------|----------------------|-------------------------|-------------------------|--|
| Endowment Fund            | 32,873               | 35,454                  | 35,910                  | 1.3%                                     |
| Cumulative Surplus        | 9,578                | 12,478                  | 14,138                  | 13.3%                                    |
| Institutional Fundraising | 24,793               | 23,868                  | 31,988                  | 34.0%                                    |
| Cost Recovery             | 2,649                | 2,230                   | 3,002                   | 34.6%                                    |
| Other Income              | 4,817                | 2,649                   | 2,819                   | 6.4%                                     |
| <b>Total Core Funding</b> | <b>74,710</b>        | <b>76,679</b>           | <b>87,857</b>           | <b>14.6%</b>                             |
| Project Fundraising       | 82,386               | 36,900                  | 30,492                  | -17.4%                                   |
| <b>Total</b>              | <b>157,096</b>       | <b>113,579</b>          | <b>118,349</b>          | <b>4.2%</b>                              |

67. The estimated income by budgetary fund for B2026-2027 is summarized in Table 6.

### B2026-2027 Income by Fund

(in thousands of USD)

Table 6

| 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          | 27,331         | 24,009            | 14,219         | 2,715              | 6,460                     | 615           | -            | 3,322                   |
| UNU HQ              | 15,253         | 14,255            | 11,219         | 984                | 2,033                     | 19            | -            | 998                     |
| UNU-CPR             | 6,641          | 4,899             | 3,000          | 1,731              | -                         | 168           | -            | 1,742                   |
| UNU-VIE             | 5,437          | 4,855             | -              | -                  | 4,427                     | 428           | -            | 582                     |
| UNU-BIOLAC          | 1,139          | 1,139             | 1,064          | 75                 | -                         | -             | -            | -                       |
| UNU-CRIS            | 3,074          | 2,813             | -              | 214                | 2,315                     | -             | 284          | 261                     |
| UNU-EGOV            | 4,127          | 4,127             | 100            | 2,027              | 2,000                     | -             | -            | -                       |
| UNU-EHS             | 12,031         | 5,111             | 249            | -                  | 4,505                     | 357           | -            | 6,920                   |
| UNU-FLORES          | 4,830          | 3,490             | -              | -                  | 3,183                     | 307           | -            | 1,340                   |
| UNU-IAS             | 9,288          | 1,557             | 993            | -                  | -                         | 564           | -            | 7,731                   |
| UNU-IIGH            | 6,241          | 5,508             | 4,024          | 1,425              | -                         | 59            | -            | 733                     |
| UNU-INRA            | 2,037          | 1,284             | 1,144          | 74                 | -                         | 66            | -            | 753                     |
| UNU-INWEH           | 8,757          | 8,757             | -              | 3,205              | 5,552                     | -             | -            | -                       |
| UNU-Macau           | 5,781          | 5,340             | 4,316          | 413                | 593                       | 18            | -            | 441                     |
| UNU-MERIT           | 9,048          | 8,801             | 2,236          | 1,671              | 4,875                     | 19            | -            | 247                     |
| UNU-WIDER           | 19,720         | 10,976            | 5,294          | 2,180              | 2,505                     | 997           | -            | 8,744                   |
| UNU HQ Bldg         | 4,945          | 4,945             | 2,271          | 139                | -                         | -             | 2,535        | -                       |
| <b>Total Budget</b> | <b>118,349</b> | <b>87,857</b>     | <b>35,910</b>  | <b>14,138</b>      | <b>31,988</b>             | <b>3,002</b>  | <b>2,819</b> | <b>30,492</b>           |

### Estimated Core Income by category

#### (a) Income from the UNU Endowment Fund

68. Capital contributions mobilized for endowed UNU entities<sup>4</sup> 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 the participating UNU entities commensurate with the proportion of capital contribution invested.

<sup>4</sup> Endowed UNU entities are UNU Centre, UNU-EGOV, UNU-BIOLAC, UNU-Macau, UNU-EHS, UNU-IAS, UNU-IIGH, UNU-INRA, UNU-MERIT, UNU-WIDER and UNU HQ Building

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69. 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.<sup>5</sup> To ensure the sustainability of the UNU Endowment Fund, the B2024-2025 and B2026-2027 budget proposals adopt a reduced withdrawal rate of 4.50 per cent. Endowment fund income for B2026-2027 is estimated at USD 35.9 million, representing a modest 1.3 per cent increase compared to the initial B2024-2025 budget, as summarized in Table 7.

**B2026-2027 Income from Endowment Fund**

(in thousands of USD)

Table 7

| Funds/Programmes | Actual<br>B2022-2023 | Estimates<br>B2024-2025 | Estimates<br>B2026-2027 | Change over Estimates<br>B2024-2025<br>% |
|------------------|----------------------|-------------------------|-------------------------|--|
| UNU Centre       | 13,952               | 14,497                  | 14,219                  | -1.9%                                    |
| UNU HQ*          | 10,952               | 11,397                  | 11,219                  | -1.6%                                    |
| UNU-CPR          | 3,000                | 3,100                   | 3,000                   | -3.2%                                    |
| UNU-BIOLAC       | 954                  | 1,033                   | 1,064                   | 3.0%                                     |
| UNU-EGOV         | -                    | 89                      | 100                     | 12.4%                                    |
| UNU-EHS          | 241                  | 242                     | 249                     | 2.9%                                     |
| UNU-IAS          | -                    | 865                     | 993                     | 14.8%                                    |
| UNU-IIGH         | 3,804                | 3,909                   | 4,024                   | 2.9%                                     |
| UNU-INRA         | 961                  | 1,086                   | 1,144                   | 5.3%                                     |
| UNU Macau        | 4,062                | 4,192                   | 4,316                   | 3.0%                                     |
| UNU-MERIT        | 1,550                | 2,128                   | 2,236                   | 5.1%                                     |
| UNU-WIDER        | 5,078                | 5,142                   | 5,294                   | 3.0%                                     |
| UNU HQ Bldg.     | 2,271                | 2,271                   | 2,271                   | -  |
| <b>Total</b>     | <b>32,873</b>        | <b>35,454</b>           | <b>35,910</b>           | <b>1.3%</b>                              |

\*Reduction in UNU-Centre reflects reallocation of endowment fund income of \$150,000 each to UNU-IAS and UNU-INRA

**(b) Cumulative Surplus**

70. Surplus funds from previous biennia are strategically mobilized, and with UNU Council approval, to balance the budget. Variations in amounts may occur due to differing funding arrangements across institutes and the timelines of individual projects.
71. Table 8 illustrates the trend of cumulative surplus formally authorized for financing the budgets, along with the projected unearmarked cumulative surplus by end 2025, estimated at USD 28.3 million. Of this amount, USD 14.1 million is proposed to finance the B2026-2027 budget. This allocation will enable investment into new work packages at UNU-INWEH, compensate for reduced core funding at UNU-WIDER and bridging interim funding gaps for UNU-EGOV, UNU-CPR and UNU-Macau. The increased withdrawal for UNU HQ is driven by a decline in institutional funding due to Yen devaluation and rising personnel costs resulting from revised salary scales in Tokyo and Malaysia.

<sup>5</sup> 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 46<sup>th</sup> session.

### B2026-2027 Cumulative Surplus authorized to fund the budget

(in thousands of USD)

Table 8

| Funds/Programmes | Actual B2022-2023 | Estimates B2024-2025 | Projected unencumbered surplus as of 2025 | Estimates B2026-2027 | Change over Estimates B2024-2025 % |
|------------------|-------------------|----------------------|---|----------------------|------------------------------------|
| UNU Centre       | 1,421             | 1,587                | 4,613                                     | 2,715                | 71.1%                              |
| UNU HQ           | 725               | 591                  | 2,725                                     | 984                  | 66.5%                              |
| UNU-CPR          | 696               | 996                  | 1,810                                     | 1,731                | 73.8%                              |
| UNU-VIE          | -                 | -                    | 78  | -                    | -                                  |
| UNU-BIOLAC       | 455               | 200                  | 310                                       | 75                   | -62.5%                             |
| UNU-CRIS         | 257               | 417                  | 522                                       | 214                  | -48.7%                             |
| UNU-EGOV         | 278               | 2,050                | 2,035                                     | 2,027                | -1.1%                              |
| UNU-EHS          | -                 | -                    | 126                                       | -                    | -                                  |
| UNU-FLORES       | 612               | 107                  | 294                                       | -                    | -100.0%                            |
| UNU-IAS          | 50                | -                    | 1,565                                     | -                    | -                                  |
| UNU-IIGH         | 476               | 1,884                | 1,958                                     | 1,425                | -24.4%                             |
| UNU-INRA         | 238               | 218                  | 214                                       | 74                   | -66.1%                             |
| UNU-INWEH        | 313               | 1,147                | 4,692                                     | 3,205                | 179.4%                             |
| UNU-Macau        | -                 | 266                  | 3,642                                     | 413                  | 55.3%                              |
| UNU-MERIT        | 2,977             | 2,745                | 3,188                                     | 1,671                | -39.1%                             |
| UNU-WIDER        | 1,850             | 1,857                | 4,476                                     | 2,180                | 17.4%                              |
| UNU HQ Bldg.     | 651               | -                    | 714                                       | 139                  | -                                  |
| <b>Total</b>     | <b>9,578</b>      | <b>12,478</b>        | <b>28,349</b>                             | <b>14,138</b>        | <b>13.3%</b>                       |

72. Table 9 presents the cumulative surplus trend over ten years. While the University has strategically utilized portions of this surplus to partially fund its budgets, it has concurrently implemented measures to reduce excessive accumulation. This has resulted in a more balanced surplus level, equivalent to approximately four months of expenditure coverage, to serve as a financial buffer against unforeseen expenditures or potential shortfalls in income.

### Cumulative surplus trend over 10 years

(in thousands of USD)

Table 9

|  | 2018-2019 Actual | 2020-2021 Actual | 2022-2023 Actual | 2024-2025 Estimates | 2026-2027 Estimates |
|--|------------------|------------------|------------------|---------------------|---------------------|
| Cumulative Surplus                                     | 40,813           | 36,484           | 43,452           | 40,827              | 28,349              |
| Less: Cumulative surplus encumbered <sup>#</sup>       | 11,244           | 5,961            | 10,673           | 12,478              | 14,138              |
| Cumulative Surplus not allocated                       | 29,569           | 30,523           | 32,779           | 28,349              | 14,211              |
| Expenditure coverage from unallocated surplus (months) | 10               | 9                | 10               | 9                   | 4                   |

<sup>#</sup> Cumulative surplus encumbered refers to the portion authorized by UNU Council to fund the budget, including the amount proposed for 2026-2027

**(c) Institutional Fundraising**

73. Institutional fundraising is 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.
74. Institutional fundraising estimated for B2026-2027 amounts to USD 32.0 million, an increase of 34.0 per cent from B2024-2025. Whereas the level of institutional fundraising for most institutes remains unchanged, the main attributing factor for the increase in institutional fundraising is the higher renewed pledges from the host country governments at UNU-INWEH, UNU-EHS and UNU-VIE.
75. However, not all institutes are experiencing similar positive trends. UNU HQ is facing a decline in institutional funding primarily due to the continued appreciation of the US Dollar against the Japanese Yen, which negatively impacts the value of contributions when expressed in US Dollars. Additionally, UNU-WIDER is projecting a reduction in the contributions from MOFA (Finland) based on ongoing fundraising negotiations.
76. Table 10 shows the breakdown of all estimated institutional fundraising for all budgetary funds.

**B2026-2027 Institutional Fundraising***(in thousands of USD)*

Table 10

| Funds/Programmes | Actual<br>B2022-2023 | Estimates<br>B2024-2025 | Estimates<br>B2026-2027 | Change over<br>Estimates<br>B2024-2025 % |
|------------------|----------------------|-------------------------|-------------------------|--|
| UNU Centre       | 4,351                | 4,363                   | 6,460                   | 48.1%                                    |
| UNU HQ           | 2,207                | 2,222                   | 2,033                   | -8.5%                                    |
| UNU-VIE          | 2,144                | 2,141                   | 4,427                   | 106.8%                                   |
| UNU-CRIS         | 2,311                | 2,275                   | 2,315                   | 1.8%                                     |
| UNU-EGOV         | 2,156                | 2,000                   | 2,000                   | 0.0%                                     |
| UNU-EHS          | 2,356                | 2,355                   | 4,505                   | 91.3%                                    |
| UNU-FLORES       | 2,950                | 3,306                   | 3,183                   | -3.7%                                    |
| UNU-INWEH        | 3,082                | 2,913                   | 5,552                   | 90.6%                                    |
| UNU Macau        | 481                  | 622                     | 593                     | -4.7%                                    |
| UNU-MERIT        | 2,987                | 3,036                   | 4,875                   | 60.6%                                    |
| UNU-WIDER        | 3,956                | 2,998                   | 2,505                   | -16.4%                                   |
| <b>Total</b>     | <b>24,630</b>        | <b>23,868</b>           | <b>31,988</b>           | <b>34.0%</b>                             |

**(d) Cost Recovery**

77. Cost recovery is the programme support cost revenue that the UNU collects on earmarked projects and is estimated at USD 3.0 million for B2026-2027. 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. The increase is mainly from UNU-EHS' on-going projects in the 2024-2025 biennium that would be recovered in 2026.

**(e) Other Income**

78. 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. The rental income is conservatively estimated at 90.0 per cent of the existing tenancy agreement value, while the conferencing income is projected at 80.0 per cent of the 2024 actuals.



### Estimated Income from Project Fundraising

79. Complementing core funding, project fundraising income is earmarked voluntary contributions designated for specific projects.
80. The B2026-2027 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.

### B2026-2027 Income from Project Fundraising

(in thousands of USD)

Table 11

| Funds/Programmes | Actual<br>B2022-2023 | Estimates<br>B2024-2025 | Estimates<br>B2026-<br>2027 | Change over<br>Estimates<br>B2024-2025<br>% | Breakdown of new<br>and c/f Project<br>Fundraising<br>2026-2027 |              |
|------------------|----------------------|-------------------------|-----------------------------|---|---|--------------|
|                  |                      |                         |                             |   | New   | c/f          |
| UNU Centre       | 17,061               | 2,917                   | 3,322                       | 13.9%                                       | 2,682   | 640          |
| <i>UNU HQ</i>    | <i>2,079</i>         | <i>547</i>              | <i>998</i>                  | <i>82.4%</i>                                | <i>679</i>  | <i>319</i>   |
| <i>UNU-CPR</i>   | <i>11,140</i>        | <i>1,087</i>            | <i>1,742</i>                | <i>60.3%</i>                                | <i>1,421</i>  | <i>321</i>   |
| <i>UNU-VIE</i>   | <i>3,842</i>         | <i>1,283</i>            | <i>582</i>                  | <i>-54.6%</i>                               | <i>582</i>  | -            |
| UNU-CRIS         | 502                  | 257                     | 261                         | 1.6%  | 261   | -            |
| UNU-EGOV         | 1,856                | -                       | -                           | 0.0%  | -   | -            |
| UNU-EHS          | 19,581               | 12,520                  | 6,920                       | -44.7%                                      | 5,418   | 1,502        |
| UNU-FLORES       | 3,073                | 821                     | 1,340                       | 63.2%                                       | 1,175   | 165          |
| UNU-IAS          | 14,251               | 9,502                   | 7,731                       | -18.6%                                      | 6,546   | 1,185        |
| UNU-IIGH         | 2,751                | 336                     | 733                         | 118.2%                                      | 733   | -            |
| UNU-INRA         | 1,550                | 1,196                   | 753                         | -37.04%                                     | 285   | 468          |
| UNU-INWEH        | 211                  | -                       | -                           | 0.0%  | -   | -            |
| UNU Macau        | 729                  | 209                     | 441                         | 111.0%                                      | 199   | 242          |
| UNU-MERIT        | 3,572                | 1,325                   | 247                         | -81.4%                                      | 247   | -            |
| UNU-WIDER        | 17,249               | 7,817                   | 8,744                       | 11.9%                                       | 8,413   | 331          |
| <b>Total</b>     | <b>82,386</b>        | <b>36,900</b>           | <b>30,492</b>               | <b>-17.4%</b>                               | <b>25,959</b>   | <b>4,533</b> |

81. Total project fundraising for B2026-2027 is USD 30.5 million, a decrease of 17.4 per cent (USD 6.4 million) compared to the initial B2024-2025 (USD 36.9 million) as per Table 11. The main contributing factor is the completion of the substantial International Climate (IKI) projects at UNU-EHS by the end of 2026, which contributed USD 4.7 million in the previous biennium. In addition, the UNFCCC – UNU Early Career Climate Fellowship Programme (UNFCCC-ECCP)’s third cohort ends at the end of January 2026. UNU-EHS has been actively submitting project proposals, with a high probability of continuation of UNFCCC-ECCP in B2026-2027, estimated at USD 1.1 million
82. UNU-IAS is estimating significant funding cuts from its main ministerial donors such as MEXT (Japan) and MOEJ. Other factors contributing to the decrease are the completion of several ongoing projects within B2024-2025 and alongside new projects that are currently under early stages of negotiations.
83. There are exceptions to the fundraising downtrend. Among these, notable increases are at UNU-CPR, UNU-FLORES and UNU-WIDER for the projects Governance Innovation Platform, Excellence Cluster and Domestic Revenue Mobilization Program Phase II respectively.

## B. Expenditure Estimates

84. The B2026-2027 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 12 shows the breakdown of total expenditure by budgetary fund.

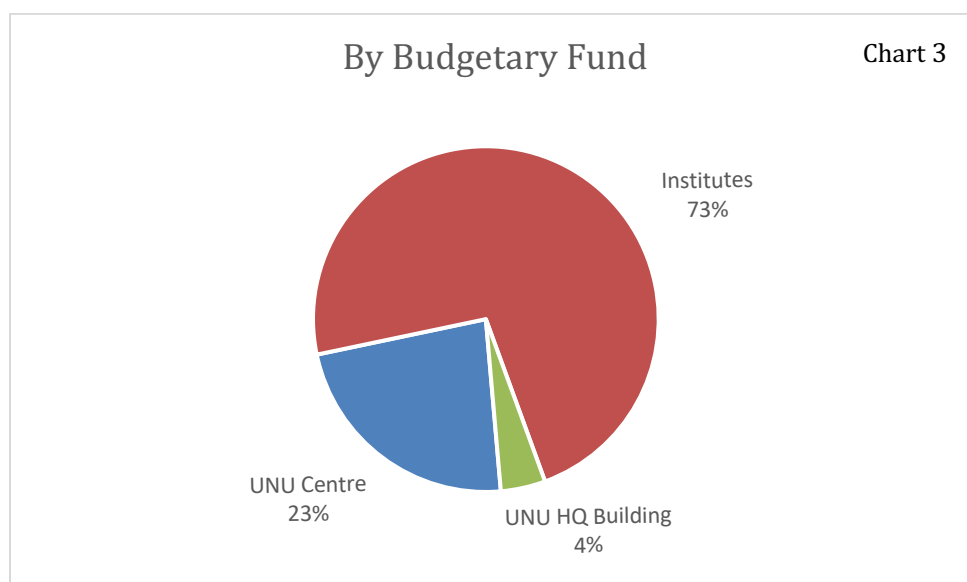
### B2026-2027 Total Expenditure by Budgetary Fund

(in thousands of USD)

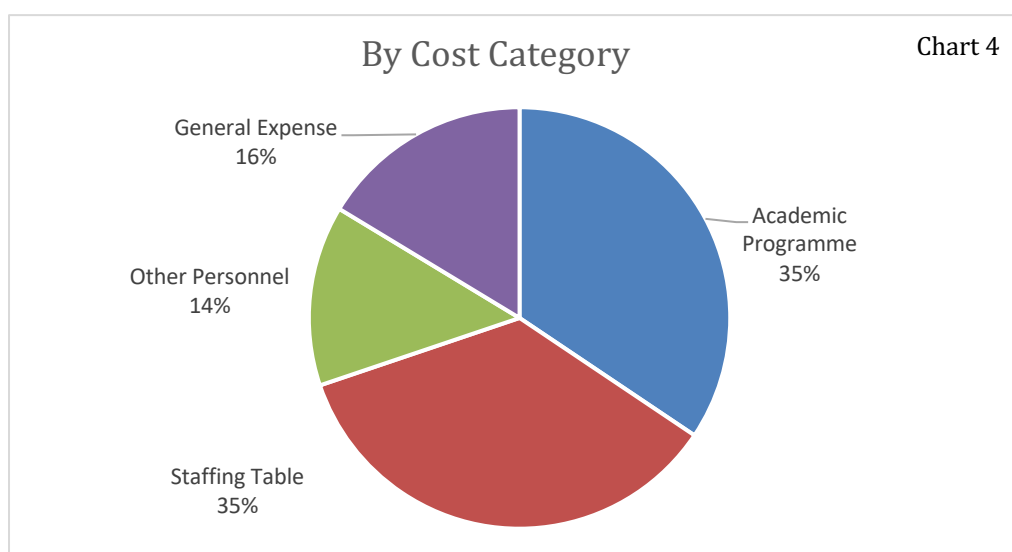
Table 12

| Funds/Programmes  | Actual<br>B2022-2023 | Estimates<br>B2024-2025 | Estimates<br>B2026-2027 | Change over<br>Estimates<br>B2024-2025 % |
|-------------------|----------------------|-------------------------|-------------------------|--|
| <b>UNU Centre</b> | 27,645               | 23,654                  | 27,331                  | 15.5%                                    |
| UNU HQ            | 11,970               | 14,757                  | 15,253                  | 3.4%                                     |
| UNU-CPR           | 10,733               | 5,183                   | 6,641                   | 28.1%                                    |
| UNU-VIE           | 4,942                | 3,714                   | 5,437                   | 46.4%                                    |
| <b>Institutes</b> |                      |                         |                         |  |
| UNU-BIOLAC        | 957                  | 1,233                   | 1,139                   | -7.6%                                    |
| UNU-CRIS          | 2,859                | 2,949                   | 3,074                   | 4.2%                                     |
| UNU-EGOV          | 3,181                | 4,139                   | 4,127                   | -0.3%                                    |
| UNU-EHS           | 18,006               | 15,173                  | 12,031                  | -20.7%                                   |
| UNU-FLORES        | 4,781                | 4,273                   | 4,830                   | 13.0%                                    |
| UNU-IAS           | 10,689               | 11,175                  | 9,288                   | -16.9%                                   |
| UNU-IIGH          | 6,265                | 6,129                   | 6,241                   | 1.8%                                     |
| UNU-INRA          | 1,997                | 2,708                   | 2,037                   | -24.8%                                   |
| UNU-INWEH         | 2,625                | 4,060                   | 8,757                   | 115.7%                                   |
| UNU Macau         | 3,873                | 5,289                   | 5,781                   | 9.3%                                     |
| UNU-MERIT         | 8,244                | 9,234                   | 9,048                   | -2.0%                                    |
| UNU-WIDER         | 25,123               | 18,803                  | 19,720                  | 4.9%                                     |
| <b>Others</b>     |                      |                         |                         |  |
| UNU HQ Bldg       | 4,639                | 4,760                   | 4,945                   | 3.9%                                     |
| <b>Total</b>      | <b>120,884</b>       | <b>113,579</b>          | <b>118,349</b>          | <b>4.2%</b>                              |

85. More than half the budgetary funds for B2026-2027 exhibited an increase over B2024-2025 estimates. This increase can be attributable to a combination of factors, including a net increase in institutional and project funding, and deferral of current biennium's activities to 2026-2027.
86. The fourteen budgetary funds can be categorized by their respective share of the total estimated budget as follows: twelve institutes and programmes (72.7 per cent), UNU Centre (23.1 per cent) and UNU headquarters building in Tokyo (4.2 per cent). See Chart 3, below.



87. The budget is organized into four cost categories: academic programme costs (core and specific project-funded activities), 34.4 per cent; staffing table costs, 35.4 per cent; other personnel costs, 13.9 per cent; and general expenses, 16.3 per cent. See Chart 4.



88. Table 13 shows the further detailed breakdown of expenditures by budgetary fund and cost category.

# B2026-2027 Expenditure by Cost Category

(in thousands of USD)

Table 13

| Fund/<br>Programmes     | Total          | Academic<br>Programme (Core -<br>Funded) | Staffing Table<br>Costs | Other Personnel<br>Costs | General Expenses | Specific Projects |
|-------------------------|----------------|--|-------------------------|--------------------------|------------------|-------------------|
| UNU Centre              | 27,331         | 588                                      | 13,851                  | 5,112                    | 4,458            | 3,322             |
| UNU HQ                  | 15,253         | 538                                      | 9,454                   | 2,031                    | 2,232            | 998               |
| UNU-CPR                 | 6,641          | 50                                       | 1,388                   | 2,145                    | 1,316            | 1,742             |
| UNU-VIE                 | 5,437          | -  | 3,009                   | 936                      | 910              | 582               |
| UNU-BIOLAC              | 1,139          | 803                                      | -                       | 256                      | 80               | -                 |
| UNU-CRIS                | 3,074          | 326                                      | 1,935                   | 25                       | 527              | 261               |
| UNU-EGOV                | 4,127          | 437                                      | 1,463                   | 1,946                    | 281              | -                 |
| UNU-EHS                 | 12,031         | 110                                      | 2,418                   | 1,188                    | 1,395            | 6,920             |
| UNU-FLORES              | 4,830          | 20                                       | 2,447                   | 571                      | 452              | 1,340             |
| UNU-IAS                 | 9,288          | 10                                       | 1,084                   | 264                      | 199              | 7,731             |
| UNU-IIGH                | 6,241          | 520                                      | 2,840                   | 1,280                    | 868              | 733               |
| UNU-INRA                | 2,037          | 168                                      | 450                     | 297                      | 369              | 753               |
| UNU-INWEH               | 8,757          | 3,100                                    | 2,368                   | 2,514                    | 775              | -                 |
| UNU Macau               | 5,781          | 100                                      | 2,970                   | 791                      | 1,479            | 441               |
| UNU-MERIT               | 9,048          | 1,539                                    | 3,987                   | 385                      | 2,890            | 247               |
| UNU-WIDER               | 19,720         | 2,509                                    | 5,353                   | 1,442                    | 1,672            | 8,744             |
| UNU HQ Bldg             | 4,945          | -  | 739                     | 316                      | 3,890            | -                 |
| <b>Total Budget</b>     | <b>118,349</b> | <b>10,230</b>                            | <b>41,905</b>           | <b>16,387</b>            | <b>19,335</b>    | <b>30,492</b>     |
| <b>Distribution (%)</b> | <b>100.0%</b>  | <b>8.64%</b>                             | <b>35.41%</b>           | <b>13.85%</b>            | <b>16.34%</b>    | <b>25.76%</b>     |

## Academic Programme Costs

89. 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 academic programme costs, both core and project funded, is USD 40.7 million. This represents a 10.3 per cent decrease compared to the B2024-2025 estimates. The reduction is mainly due to completion of the multiyear International Climate (IKI) projects at UNU-EHS by end 2026. Academic programme costs can be categorized into: (i) defined academic programmes; and (ii) innovation and programme development funds.
90. Defined academic programmes, including postgraduate activities, are organized around four core themes that align with UNU's overarching priorities: peace and security, economic and social development, climate change and environment, and transformative technologies.

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91. 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.
92. Defined academic programmes and the innovation and programme development funds comprise 90.6 per cent and 9.4 per cent respectively of the overall academic programme costs. This ratio is similar to the proportions in the B2024-2025 budget (90.8 per cent and 9.2 per cent, respectively).
93. The details of the academic programme costs by budgetary fund are summarized in Table 14.

### B2026-2027 Academic Programme and Specific Projects Costs

(in thousands of USD)

Table 14

in thousands of USD)

Table 1

| Fund/<br>Programmes | Actual<br>B2022-<br>2023 | Estimates<br>B2024-<br>2025 | Estimates B2026-2027 |                              |   |                              |   | Change<br>over<br>Estimates<br>B2024-<br>2025<br>% |
|---------------------|--------------------------|-----------------------------|----------------------|------------------------------|---|------------------------------|---|--|
|                     |                          |                             | Total                | Core                         |   | Specific Projects            |   |  |
|                     |                          |                             |                      | Defined Academic<br>Projects | Innovation &<br>Programme<br>Development Fund | Defined Academic<br>Projects | Innovation &<br>Programme<br>Development Fund |  |
| UNU Centre          | 12,422                   | 3,537                       | 3,910                | 150                          | 438   | 3,220                        | 102   | 10.5%  |
| UNU HQ              | 1,123                    | 1,117                       | 1,536                | 150                          | 388   | 998                          | -   | 37.5%  |
| UNU-CPR             | 9,044                    | 1,137                       | 1,792                | -                            | 50  | 1,742                        | -   | 57.6%  |
| UNU-VIE             | 2,255                    | 1,283                       | 582                  | -                            | -   | 480                          | 102   | -54.6%   |
| UNU-BIOLAC          | 697                      | 922                         | 803                  | 703                          | 100   | -                            | -   | -12.9%   |
| UNU-CRIS            | 920                      | 562                         | 587                  | 94                           | 232   | 261                          | -   | 4.4%   |
| UNU-EGOV            | 1,623                    | 521                         | 437                  | 437                          | -   | -                            | -   | -16.1%   |
| UNU-EHS             | 15,258                   | 12,520                      | 7,030                | 110                          | -   | 5,553                        | 1,367   | -43.8%   |
| UNU-FLORES          | 1,624                    | 899                         | 1,360                | -                            | 20  | 1,340                        | -   | 51.3%  |
| UNU-IAS             | 9,423                    | 9,702                       | 7,741                | -                            | 10  | 7,611                        | 120   | -20.2%   |
| UNU-IIGH            | 2,816                    | 1,176                       | 1,253                | 452                          | 68  | 733                          | -   | 6.5%   |
| UNU-INRA            | 953                      | 1,515                       | 921                  | 135                          | 33  | 753                          | -   | -39.2%   |
| UNU-INWEH           | 254                      | 480                         | 3,100                | 2,100                        | 1,000   | -                            | -   | 545.8%   |
| UNU Macau           | 540                      | 359                         | 541                  | 80                           | 20  | 441                          | -   | 50.7%  |
| UNU-MERIT           | 3,120                    | 2,813                       | 1,786                | 1,376                        | 163   | 247                          | -   | -36.5%   |
| UNU-WIDER           | 16,999                   | 10,379                      | 11,253               | 2,349                        | 160   | 8,744                        | -   | 8.4%   |
| UNU HQ Bldg         | -                        | -                           | -                    | -                            | -   | -                            | -   | 0.0%   |
| Total               | 66,649                   | 45,385                      | 40,722               | 7,986                        | 2,244   | 28,903                       | 1,589   | -10.3%   |
| Distribution (%)    |                          |                             | 100%                 | 19.6%                        | 5.5%  | 71.0%                        | 3.9%  |  |

**(a) Staffing Table Costs and Other Personnel Costs**

94. UNU uses several contract modalities for its workforce, depending on the nature of work, funding source, and duration of employment. Broadly, UNU's contract types fall into two main categories: (i) Staff Contracts, which are governed by the Staffing Table, and (ii) Other Personnel including individuals engaged under a Personnel Services Agreement (PSA), consultants hired under Consultant Contracts (CTC) and United Nations Volunteers (UNV).

**Staffing Table**

95. The UNU Staffing Table (Annex III) 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. UNU is projecting a total of 194 funded posts, constituting 139 core-funded, 36 specific projects funded, and 19 mixed-funded posts. This represents an increase of 4 funded posts compared to B2024-2025 estimates; these new posts are mainly at UNU-EHS/VIE. The increase of staff positions is mainly due to increased funding from a member state.

**B2026-2027 Staffing Table Costs (core and specific project funded)***(in thousands of USD)*

Table 15

| Funds / Programmes | Estimates B2024-2025 Number of Funded Posts | B2026-2027 Number of Funded Posts | Variance No. of Posts | Estimates B2024-2025 Staffing Table Costs |        |              | Estimates B2026-2027 Staffing Table Costs |        |               | Change over Est. B2024-2025 % |
|--------------------|---|-----------------------------------|-----------------------|---|--------|--------------|---|--------|---------------|-------------------------------|
|                    |   |                                   |                       | Total                                     | Core   | Sp. Project  | Total                                     | Core   | Sp. Project   |                               |
| UNU Centre*        | 53  | 58                                | +5                    | <b>12,961</b>                             | 12,050 | 911          | <b>14,862</b>                             | 13,851 | 1,011         | 14.7%                         |
| UNU HQ             | 37  | 39                                | +2                    | <b>8,823</b>                              | 8,823  | -            | <b>9,454</b>                              | 9,454  | -             | 7.2%                          |
| UNU-CPR            | 3   | 3                                 | 0                     | <b>1,816</b>                              | 1,270  | 546          | <b>2,151</b>                              | 1,388  | 763           | 18.4%                         |
| UNU-VIE            | 13  | 16                                | +3                    | <b>2,322</b>                              | 1,957  | 365          | <b>3,257</b>                              | 3,009  | 248           | 40.3%                         |
| UNU-BIOLAC         | -   | -                                 | -                     | -   | -      | -            | -   | -      | -             | -                             |
| UNU-CRIS           | 7   | 6                                 | -1                    | <b>2,106</b>                              | 2,106  | -            | <b>1,935</b>                              | 1,935  | -             | -8.1%                         |
| UNU-EGOV           | 6   | 6                                 | 0                     | <b>1,313</b>                              | 1,313  | -            | <b>1,463</b>                              | 1,463  | -             | 11.4%                         |
| UNU-EHS            | 23  | 30                                | +7                    | <b>4,486</b>                              | 1,652  | 2,834        | <b>5,795</b>                              | 2,418  | 3,377         | 29.2%                         |
| UNU-FLORES         | 11  | 9                                 | -2                    | <b>2,460</b>                              | 2,239  | 221          | <b>2,576</b>                              | 2,447  | 129           | 4.7%                          |
| UNU-IAS            | 12  | 11                                | -1                    | <b>3,137</b>                              | 945    | 2,192        | <b>3,106</b>                              | 1,084  | 2,022         | -1.0%                         |
| UNU-IIGH           | 13  | 11                                | -2                    | <b>2,874</b>                              | 2,874  | -            | <b>2,840</b>                              | 2,840  | -             | -1.2%                         |
| UNU-INRA           | 2   | 2                                 | 0                     | <b>664</b>                                | 476    | 188          | <b>779</b>                                | 450    | 329           | 17.3%                         |
| UNU-INWEH          | 5   | 7                                 | +2                    | <b>1,852</b>                              | 1,852  | -            | <b>2,368</b>                              | 2,368  | -             | 27.9%                         |
| UNU Macau          | 8   | 7                                 | -1                    | <b>2,588</b>                              | 2,386  | 202          | <b>3,030</b>                              | 2,970  | 60            | 17.1%                         |
| UNU-MERIT          | 10  | 11                                | +1                    | <b>3,693</b>                              | 3,693  | -            | <b>4,156</b>                              | 3,987  | 169           | 12.5%                         |
| UNU-WIDER          | 37  | 33                                | -4                    | <b>7,448</b>                              | 5,104  | 2,344        | <b>8,259</b>                              | 5,353  | 2,906         | 10.9%                         |
| UNU HQ Bldg        | 3   | 3                                 | 0                     | <b>641</b>                                | 641    | -            | <b>739</b>                                | 739    | -             | 15.3%                         |
| <b>Total</b>       | <b>190</b>                                  | <b>194</b>                        | <b>+4</b>             | <b>46,223</b>                             | 37,331 | <b>8,892</b> | <b>51,908</b>                             | 41,905 | <b>10,003</b> | <b>12.3%</b>                  |

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

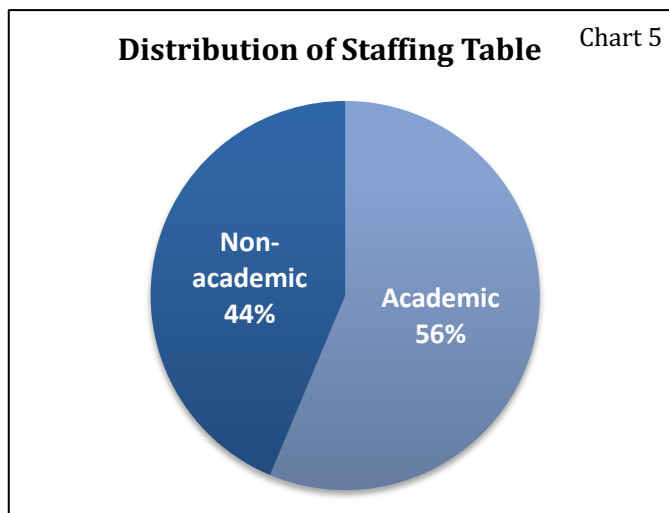
\*The total headcount of UNU Centre consists of UNU-HQ, UNU-CPR, and UNU-ViE

97. A detailed UNU Staffing Table for B2026-2027 is presented in Annexes III and IV.

Biennium

98. 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<sup>6</sup>
99. Within the core-funded category, there are 63 International Professionals, 20 National Professionals and 56 General Service posts. The posts funded by specific project funding include 29 International Professionals, 3 National Professionals and 4 General Service posts. The mix-funded posts include 18 International Professionals and 1 General Service post. In addition, UNU has promising pipeline of projects where increased funding is expected in future. These are shown as 20 estimated posts to be added during this biennium budget period, and hence they are listed on the staffing table as non-funded posts.

100. The distribution of Staffing Table costs, as shown in Chart 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.



101. UNU has implemented a position management function that monitors and supports the effective utilization of positions. Additionally, UNU has improved the use of Roster Pool to speed up recruitment and lower the vacancy rate. In August 2025, out of 195 funded positions, 27 were vacant at a rate of 13.9 percent, down from 18.4 percent in July 2023 as reported in Annex III.

percent, down from 18.4 percent in July 2023 as reported in Annex III.

### Other Personnel

Other Personnel costs include the salaries of individuals engaged under PSA, CTC and UNV contracts. The expenditure for Other Personnel costs during B2026-2027 is estimated to be USD 26.5 million, reflecting a minimal increase of 0.7 per cent over the previous biennium, as summarized in Table 16. An analysis of the PSA modality is presented in Annex V.

<sup>6</sup> 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.

## B2026-2027 Other Personnel (*core and specific project funded*)

(in thousands of USD)

Table 16

| Contract modality | Costs         |               |               |               |               |               |              |
|-------------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------|
|                   | B2024-2025    |               |               | B2026-2027    |               |               | Change       |
|                   | Total         | Core          | Sp. Project   | Total         | Core          | Sp. Project   |              |
| PSA               | 23,074        | 11,954        | 11,120        | 22,975        | 14,830        | 8,145         | -0.40%       |
| CTC               | 3,236         | 1,210         | 2,026         | 3,107         | 1,263         | 1,844         | -4.00%       |
| UNV               | 15            | 15            | -             | 434           | 294           | 140           | 2793.30%     |
| <b>Total</b>      | <b>26,325</b> | <b>13,179</b> | <b>13,146</b> | <b>26,516</b> | <b>16,387</b> | <b>10,129</b> | <b>0.70%</b> |

102. UNU has long upheld diversity, inclusion, and non-discrimination 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 2025-2029, 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 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 accommodation for disabilities.

### (a) General Expenses

103. General expenses for B2026-2027 are estimated to be USD 19.3 million, an increase of 9.3 per cent over the B2024-2025 budget estimates.
104. The travel budget remains approximately at the same level with nominal increase of 0.6 percent. 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. UNU has reduced the number of annual UNU Council face to face meetings from two (2) to one (1).
105. Contractual Services represent professional services and specialized services engaged through Institutional Contractual Agreements (ICAs). Contractual Services increased by 10.7 per cent primarily due to the delay in reorganizing personnel services at UNU-CRIS as planned in the B2024-2025 estimates. This reorganization entailed a shift towards directly hiring administrative personnel instead of relying on services from partner Universities. The implementation of this is carried out in stages from 2024-2025 and will continue into the 2026-2027 biennium.
106. Maintenance and Operating Costs of the UNU HQ Building in Tokyo, Japan registered a minimal increase of 1.4 per cent, which is lower than the inflation rate due to the appreciation of the US Dollar against the Japanese Yen resulting in lower costs when measured in US Dollars. The US Dollar/Japanese Yen strengthened from 133.05 (March 2023) to 148.62 (March 2025).
107. 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 increase of 19.2 per cent is driven by new charges such as Ombudsman services, upgrade of UNU's internal project management monitoring system and the office maintenance expenses for UNU-MERIT under its newly established Collaboration Agreement with the University of Maastricht.



Biennium

108. Furniture and equipment reduced by 9.7 per cent as there was higher budget allocation in the previous biennium to accommodate new office workspaces for UNU-CPR and UNU-INWEH.

### B2026-2027 General Expenses

(in thousands of USD)

Table 17

| Expenditure   | Actual<br>B2022-2023 | Estimates<br>B2024-2025 | Estimates<br>B2026-2027 | Change over<br>Estimates<br>B2024-2025 % |
|---|----------------------|-------------------------|-------------------------|--|
| Travel  | 1,692                | 2,412                   | 2,427                   | 0.6%                                     |
| Contractual Services                                  | 1,492                | 876                     | 970                     | 10.7%                                    |
| Maintenance and Operating Costs of<br>UNU HQ Building | 3,952                | 3,835                   | 3,890                   | 1.4%                                     |
| General Operating Expenses                            | 7,590                | 8,690                   | 10,358                  | 19.2%                                    |
| Furniture and Equipment                               | 1,046                | 1,871                   | 1,690                   | -9.7%                                    |
| <b>Total</b>  | <b>15,772</b>        | <b>17,684</b>           | <b>19,335</b>           | <b>9.3%</b>                              |

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

109. Since the 2006-2007 biennium, the UNU HQ Building in Tokyo has been administered 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.

1. The B2026-2027 estimated expenditures for regular maintenance, utilities, and personnel will amount to USD 4.9 million. This represents an increase of 3.9 per cent from the initial B2024-2025 budget of USD 4.8 million, mainly due to the higher personnel cost. The UNU HQ Building is budgeting for a new headcount under the consultancy contract modality as a Japan Outreach Tour Guide in response to a collaboration effort between the City of Shibuya and UNU which entail school visits to the UNU HQ Building.

### B2026-2027 UNU Headquarters Building Budget

(in thousands of USD)

Table 18

| Expenditure                                 | Actual<br>B2022-2023 | Estimates<br>B2024-2025 | Estimates<br>B2026-<br>2027 | Change over<br>Estimates<br>B2024-2025<br>% |
|---|----------------------|-------------------------|-----------------------------|---|
| Staffing Table and Other Personnel<br>Costs | 687                  | 925                     | 1,055                       | 14.1%                                       |
| General Expenses:                           |                      |                         |                             |   |
| <i>Maintenance and Operating Costs</i>      | <i>3,952</i>         | <i>3,835</i>            | <i>3,890</i>                | <i>1.4%</i>                                 |
| <b>Total</b>                                | <b>4,639</b>         | <b>4,760</b>            | <b>4,945</b>                | <b>3.9%</b>                                 |
| <b>Income</b>                               |                      |                         |                             |   |
| Endowment Fund                              | 2,271                | 2,271                   | 2,271                       | 0%  |
| Cumulative Surplus                          | 651                  | -                       | 139                         | 0%  |
| Other Income:                               |                      |                         |                             |   |
| <i>-Rental income</i>                       | <i>1,895</i>         | <i>1,960</i>            | <i>1,921</i>                | <i>-2.0%</i>                                |
| <i>-Fees for services rendered</i>          | <i>206</i>           | <i>529</i>              | <i>614</i>                  | <i>16.1%</i>                                |
| <b>Total</b>                                | <b>5,023</b>         | <b>4,760</b>            | <b>4,945</b>                | <b>3.9%</b>                                 |

110. 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:
  - (i) Rental income: Rental for the use of office space and utility payments received from United Nations offices (ILO, UNDP, UNFPA, UNIC, UNIDO, UNICEF, UNOCHA, UNOPS, UN Tourism, WFP) and non-governmental organizations (Global Compact Network Japan and the Japan Foundation for the UNU). Total estimated rental income for the B2025-2026 amounts to USD 1.9 million. The decrease of 1.94 per cent from B2024-2025 estimate is mainly because of the appreciation of the US Dollar against Japanese Yen. As the wider UN faces funding pressure, agencies utilizing the UNU HQ Building may opt to either vacate the premises or reduce their space usage. Whereas the estimated rental income partially accounts for this potential reduced office space usage, actual reductions will be reflected in subsequent budget revisions.
  - (ii) Fees for services rendered: Mainly fees charged for the utilization of conference facilities 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 2024 a total of 299 events were organized, of which 201 events were co-organized by UNU or United Nations entities. The estimated income generated by the rental of the conference facilities and services for B2025-2026 amounts to USD 0.5 million.
111. After 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 May 1976. Repairs in B2024-2025 included upgrading the lighting control system, the smoke exhaustion window, and the emergency generator. A repair plan for B2025-2026 has been agreed between UNU and MEXT. The related repair expenditure is not captured in the budget since these are managed and paid for directly by MEXT.

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

112. 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;
113. Further authorizes the Rector to accept and utilize additional funds which may be received by the University during B2026-2027 for the work programme that has been approved by the Council;
  - (ii) Further authorizes the Rector, where necessary, to establish and reclassify posts on the B2026-2027 staffing table, within the available resources; and
  - (iii) 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.
114. In accordance with the Council's decision, the annual withdrawal limit from the Endowment Fund is set at 5 per cent of its five-year average market value. However, in view of the University's biennial budget cycle, the actual cash withdrawal is made on a biennial basis and shall not exceed 10 per cent of the Fund's five-year average market value.

## IV. Work Programme of the United Nations University B2026-2027

### Note of Guidance

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

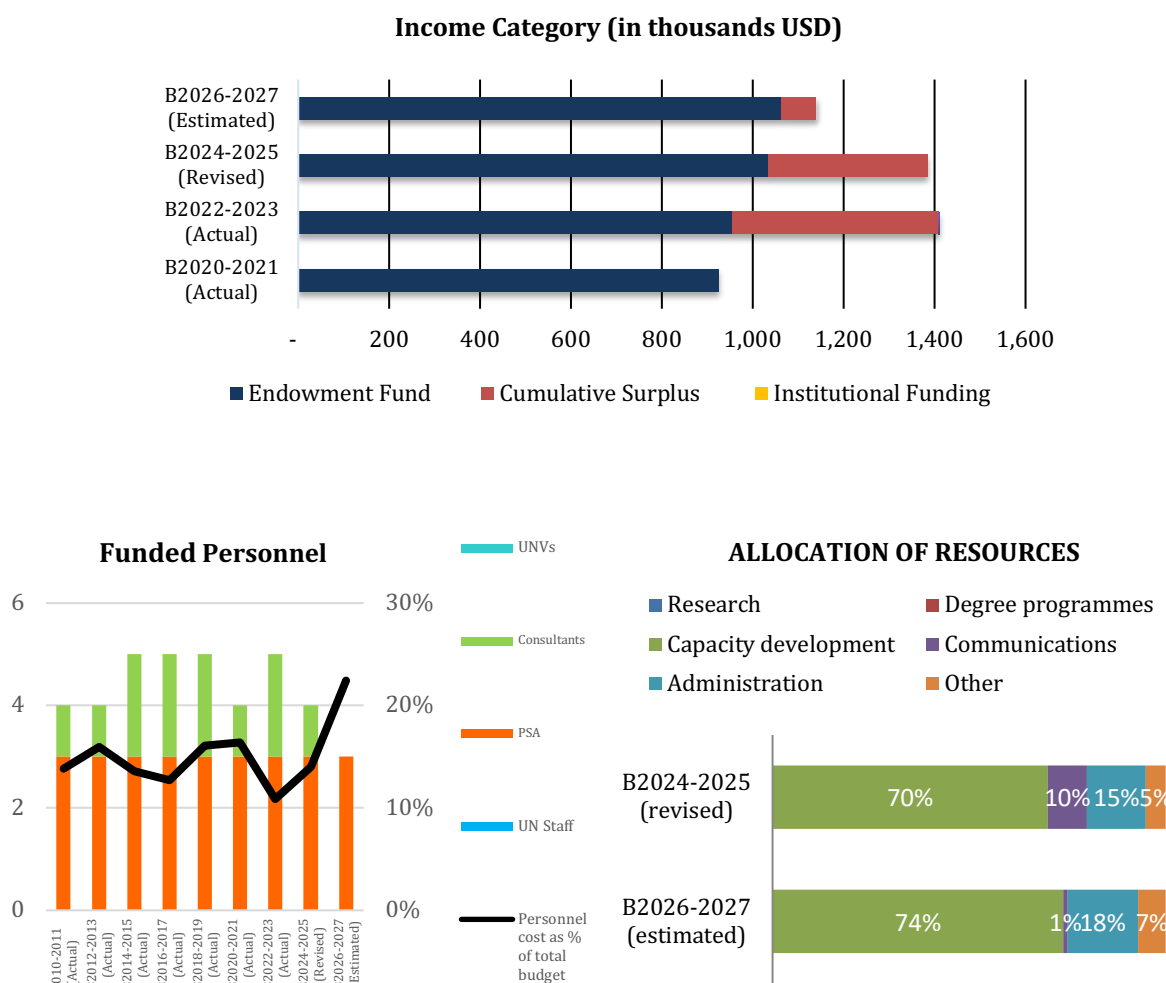
- Research programmes at UNU institutes contain smaller sub-projects. Each research programme contributes to one of the thematic areas of focus defined in the UNU Strategic Plan 2025-2029.
- All figures presented for the biennia 2010-2011, 2012-2013, 2014-2015, 2016-2017, 2018-2019, 2020-2021, 2022-2023 represent final values at the end of the respective biennia. Figures shown for 2024-2025 marked with the annotation 'revised' are based on the data available as of the last budget revision, undertaken on 1 June 2025. Figures shown for 2024-2025 marked with the annotation 'adjusted' combine data from the latest budget revision, as well as actual Project Fundraising (SPC) income received through until June 2025. Figures shown for 2026-2027 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 2024-2025 (adjusted) takes into account income received during the 18-month period between 1 January 2024 to 30 June 2025.
- 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 B2026-2027

UNU-BIOLAC is a UNU Programme created to strengthen scientific capacities in Latin America and the Caribbean, with the aim of efficiently implementing biotechnology solutions in the region and promoting the social progress of its peoples. This is achieved through the transfer of practical knowledge through advanced practical courses and short internships, with the aim of educating in the search for solutions through practical science.



## Targeted Sustainable Development Goals and Major Policy Processes

UNU-BIOLAC has supported a strategy aimed at updating policymakers and lawmakers of LAC on the basics of genome editing for biotechnological purposes. Three series of webinars have been organised so far: 1) Introductory Workshop in Biotechnology and Genome Editing for Policymakers in Mexico 2) The Potential of Genome Editing, and 3) Capacity Building in Emerging Biotechnologies for Policymakers in Panama. Fellows and associated senior researchers work on the thematic research of 1) SDG-3, Good health and well-being, 2) SDG-7, Affordable and clean energy, 3) SDG-13, climate action, and 4) Life on Earth, among others. UNU-BIOLAC fellows have worked on the design, creation and implementation of biotechnological strategies to produce efficient diagnostic methods of pathogen detection, pathogen control by biological means, in the mass production of plants adapted to a plethora of different challenges, and increasing the value of primary produce. Workshops have been organized to train researchers in the most advanced methods of biological analysis, genome and gene modification, alongside basic theory for the advancement of biotechnology.

## Research Programmes

| Programme Name  | Theme(s)                             | Personnel | USD (thousands) |
|---|--------------------------------------|-----------|-----------------|
| <b>Biotechnology and Development</b>  | Social change & economic development | 4         | 1,076           |
| <p>This project targets specific areas of biotechnology that have been deemed valuable throughout Latin America. UNU-BIOLAC trains young researchers in leading technologies, with an emphasis on the benefits that the training brings to the student once they have returned to their home countries. This project consists of short training courses, fellowships, workshops, and activities aimed at building strong research networks.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>• This Programme supports two main activities: the co-organisation of courses and the training of Fellows. The short training courses and workshops are aimed at building strong research networks and produce (outputs) research reports, policies, manuals, handbooks, protocols, and other reference materials that benefit not only the participant researchers but also the general audience worldwide.</li> <li>• Fellowships aim to promote the entrepreneurial capabilities of students through the use of biotechnology tools and to foster a better understanding of the value of intellectual property, the importance of technology transfer, as well as raising awareness of the potential impact of biotechnology on the environment and human health. Outputs include research reports, policies, manuals, handbooks, protocols, and other reference materials that benefit not only the participant researchers but also the general audience worldwide.</li> </ul> |                                      |           |                 |
| <b>Innovation and Programme Development Fund</b>  |                                      |           | 100             |

## Training, Teaching and Capacity Development Activities

UNU-BIOLAC has supported knowledge transfer through more than 300 advanced events, many of which confer credits to MSc and PhD students in the LAC region. Funding provided by UNU-BIOLAC helps not only in organising courses but also in the mobilisation of students: in this way, UNU-BIOLAC has helped more than 10,000 students in the region. UNU-BIOLAC has financially supported more than 400 short, 3-month-long internships throughout its history.

## Collaboration Highlights

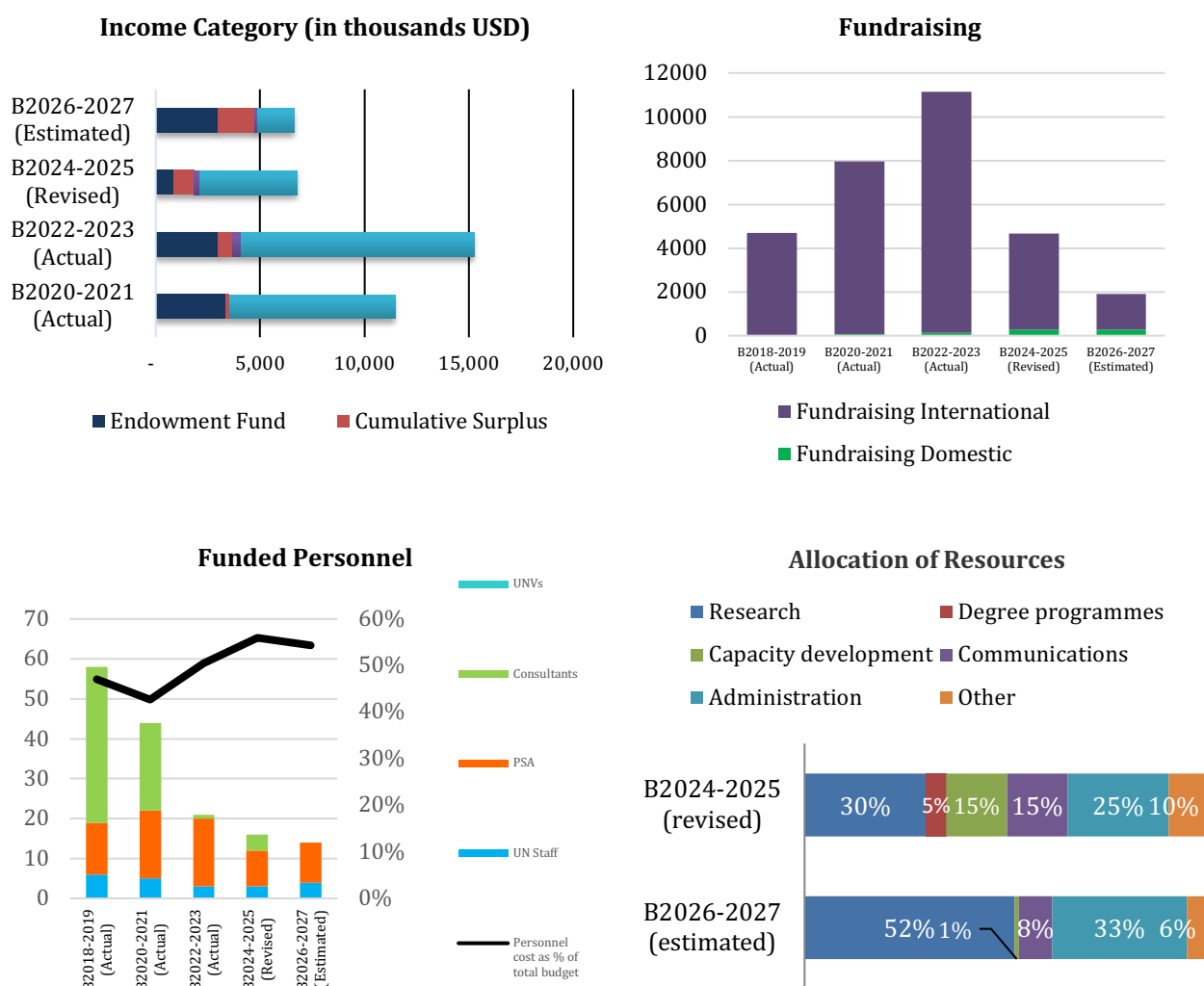
All UNU-BIOLAC activities aim to build capacity in Biotechnology in the Global South, with the participation of researchers and institutions from the Global North. In 2025, UNU-BIOLAC has engaged in academic activities in close collaboration with institutions across the Latin American and Caribbean region, as well as in Australia, the Netherlands, France, and the United States.

## Priority areas (Knowledge, Partnership, Impact)

UNU-BIOLAC will help strengthen influential and timely research by cosponsoring each year at least 15 advanced training courses in Biotechnology, financing 3-month internships of 30 BIOLAC's CTCs on research themes carefully selected to align with the achievement of SDGs, and providing decision-makers in the region with the most updated information on the methods of genetic modification of organisms, mainly through DNA and RNA editing. Each of these activities is associated with a particular product, including but not limited to scientific literature. UNU-BIOLAC is working on a proposal for a joint MSc Program in Biotechnology, aiming to complete the proposal in 2026. UNU-BIOLAC has traditionally worked with partners through MoUs and ICAs. So far, UNU-BIOLACs has established connections and the basis for common work, with more than 1,000 researchers from more than 300 institutions in the LAC region. Additionally, the Programme is in contact with representatives of governments and institutions present in Venezuela for additional avenues of collaboration. Webinars for policymakers in LAC will continue to be offered to governments and government officials during the following years.

## UNU-CPR Programme and Budget B2026-2027

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

**SDG13:** In the context of the Global Governance Innovation project, UNU-CPR has engaged with the Brazilian COP30 Presidency on global climate governance, including through a series of workshops and consultations to engage key stakeholders, including member states. UNU-CPR is investigating new institutional approaches that reflect the complexity and interdependence of current climate challenges and exploring stakeholder views through engagements.

**SDG16:** UNU-CPR's work on the future of peace operations supports the Secretary-General's 2023 New Agenda for Peace by hosting policy forums and private roundtables among key stakeholders, contributing to public conferences and workshops, and leading research on dynamics affecting peace operations and mechanisms for better supporting them going forward.

**SDG17:** Supporting the SG's Scientific Advisory Board: This project represents a strategic partnership between UNU-CPR and the Executive Office of the Secretary-General. UNU-CPR's primary role in this partnership is to provide science-policy briefs and research on key scientific topics ahead of multilateral processes and engagements, while also helping to disseminate breakthrough insights to UN leaders and the Resident Coordinator system. UN processes: UNU-CPR represents UNU at the UN HLCP, acts as the CEB sherpa, engages in the global governance of AI discussions and contributes to financing for development (FFD) intergovernmental processes.

## Research Programmes

| Programme Name                                  | Theme(s)           | Personnel   | USD (thousands) |
|---|--------------------|-------------|-----------------|
| <b>Conflict Prevention and Sustaining Peace</b> | Peace and Security | 2 personnel | 471             |

This research programme helps the UN and its partners develop and implement effective, evidence-based policies to prevent violent conflict around the world. Its goal is to combine evidence and analysis to influence policy discussions in New York and other policy centres and – equally or even more importantly – inform prevention and conflict resolution initiatives in the field.

### *Performance Measure(s)*

- Outcomes include quality and relevant research on addressing conflict dynamics, with a focus in particular on how conflicts connect across borders.

|                              |  |             |      |
|------------------------------|--|-------------|------|
| <b>Equitable Development</b> | Social Change and Economic Development | 4 personnel | 1049 |
|------------------------------|--|-------------|------|

The Equitable Development pillar advances insights and research in economic development cooperation and reforms to the international financial architecture, as well as evidence-based policy solutions to promote more inclusive economic governance toward inclusive growth, achievement of the Sustainable Development Goals and improved human mobility.

### *Performance Measure(s)*

- Outcomes include the development of a Global Governance Innovation Platform - an interactive tool that will support the design or reform of international institutions and multilateral cooperation platforms.

|   |  |             |     |
|---|--|-------------|-----|
| <b>Anticipatory Action and Innovation</b> | Social Change and Economic Development | 3 personnel | 222 |
|---|--|-------------|-----|

The pillar offers solutions that help the UN become a more future-oriented organisation, prepared for emerging challenges and capable of innovating to meet them. It involves guidance in predictive analytics, identifying new trends that may affect the multilateral system and offering innovative solutions based on adaptation, mitigation and resilience. It also explores the ethics, policy and global governance of AI.

### *Performance Measure(s)*

- Support for a Special Envoy on Future Generations, including research assistance, to help the SE ensure that future generations are integrated into UN policies and decision-making processes.
- Secretariat and research lead for the UNSG's Scientific Advisory Board.

|  |  |  |    |
|--|--|--|----|
| <b>Innovation and Programme Development Fund</b> |  |  | 50 |
|--|--|--|----|

## Training, Teaching and Capacity Development Activities

While UNU-CPR does not currently offer any formal training or teaching, it does engage in capacity development activities, including:

Training courses in the pipeline include:

- a self-paced learning course on global governance innovations for the Global Governance Innovation Platform project, offered to UN staff as well as member states;

- training on the Digital Handbook on UNGA's Past Practices on Peace and Security for delegates;
- Capacity development: UNU-CPR organises regular workshops, panel discussions and other one-off events to present or workshop its research across all three pillars of its work. Further, personnel engage regularly in policy briefings and events at which research is presented or insights shared.

### **Collaboration Highlights**

UNU-CPR has engaged closely with Northeastern University (NEU) in Boston on both substantive research and staffing. Through an academic partnership MOU signed in March 2025, they collaborate on harnessing advanced data visualization and other areas of expertise to promote global governance solutions and address growing pressures on the multilateral system. The collaboration focuses on the UNU-CPR project – the Global Governance Innovation Platform. Additionally, through an internship MOU, NEU places two qualified students in UNU-CPR's office for the fall semester each year and covers their stipend costs.

### **Academic Affiliation Agreements (AAA)**

To date, UNU-CPR has issued seven affiliation agreements, 5 of which remain active (as of May 2025), with an estimated value to the Institute of USD 120,000. Engagement varies from collaboration on research pitches and outputs to writing blogs or other media pieces and conducting joint research. The estimated financial value varies: some Affiliates draw on other sources for travel funds to support UNU-CPR representation at international conferences, others to provide substantive research, thought-leadership or outreach support. A conservative financial value is indicated for the estimated value of 5 AAA over the biennium.

### **Priority areas (Knowledge, Partnership, Impact)**

**Knowledge:** UNU-CPR operates across three main programme areas: Equitable Development, Conflict Prevention and Sustaining Peace, and Anticipatory Action and Innovation, each led by a senior researcher aligned with key UN and intergovernmental priorities. Guided by its mandate to connect closely with core UN processes, the Centre conducts responsive, policy-driven research to meet the evolving needs of the UN system and its Member States.

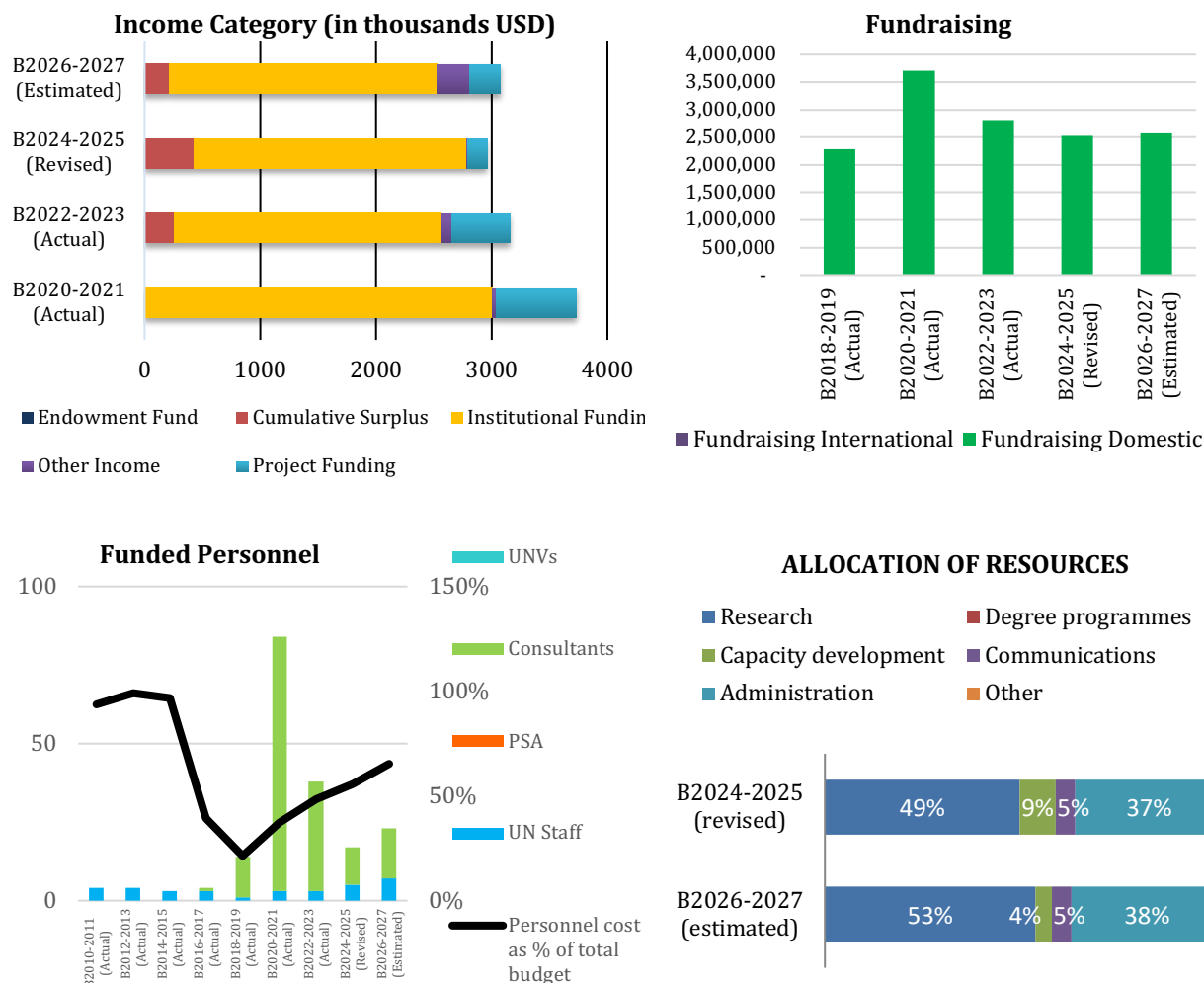
**Partnership:** UNU-CPR's offices in New York and Geneva collaborate with a global network of partners to support UN policy and decision-making. Its research is designed to engage key stakeholders, especially Member States and the UN system, and will continue to do so by leveraging its strategic presence at UN Headquarters.

**Impact:** UNU-CPR will pursue emerging research topics relevant to the UN and Member States through targeted engagement and outreach. Research findings and ideas will be shared with key stakeholders and broader audiences using its growing social media presence and networks.



## UNU-CRIS Programme and Budget B2026-2027

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, centering 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

The core of the work at UNU-CRIS is closely linked to SDG 16 (Peace, Justice and Strong Institutions) and SDG 17 (Partnerships for the Goals). UNU-CRIS aims to explore conditions, for example, for stable institutions in regional, national and sub-national contexts. The link between sustainable peace and stable institutions is central to the respective research being conducted. UNU-CRIS engages with UN member states, regional organizations, and UN bodies (e.g. UN-ECLACS, UNDP, UNITAR, UN Team Brussels) on regional governance solutions and on monitoring regional cooperation and integration.

International partnerships and inter-regional cooperation are also on UNU-CRIS' research agenda. In addition, the work in the research program on regional public goods (RPGs) relates to specific policy areas and is therefore linked to several SDGs, including 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) is related to SDG 11 (Sustainable cities and communities).

## Research Programmes

| Programme Name  | Theme(s)                        | Personnel     | USD (thousands) |
|---|---------------------------------|---------------|-----------------|
| <b>Regional Integration Knowledge System (RIKS)</b>   | Economic and social development | 0.5 personnel | 44              |
| <p>This program includes the design, implementation and updating of a data platform on Regional Integration (Regional Integration Knowledge System - RIKS). The database provides information for researchers working on Regional Integration and Organisations. With this program, UNU-CRIS focuses on quantitative analysis on the basis of these data, as well as in indicator-based monitoring of Regional Integration processes worldwide.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>• Maintenance and further development of an open access information platform (RIKS 2.0).</li> <li>• Policy-oriented research and advisory services on indicator systems; scholarly publications.</li> </ul>   |                                 |               |                 |
| <b>Regional Public Goods</b>  | Economic and social development | 1 personnel   | 261             |
| <p>This programme seeks to examine some of the key regional public goods in areas such as migration and social policy; economic and political interactions; digital governance; and nature, climate 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.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>• Produce scholarly publications and policy-oriented products (reports and policy/insight briefs)</li> </ul>  |                                 |               |                 |
| <b>Capacity Development</b>   | Peace and Security              | 0.5 personnel | 50              |
| <p>UNU-CRIS capacity-building activities are aimed at enhancing human resources and strengthening institution-building for regional integration and cooperation. This implies human capacity building, mainly through teaching for higher university programs and institutional capacity-building through training of public officials worldwide. Capacity-building modalities include summer schools, doctoral schools, on-demand trainings, traineeships and visiting research stays.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>• School of Modern Diplomacy; Doctoral School on Latin-American and Comparative Regionalism; Doctoral School on Asian and Comparative Regionalism; Online Master in Economic Policy and Governance for Development and Resilience.</li> </ul> |                                 |               |                 |
| <b>Innovation and Programme Development Fund</b>  |                                 |               | 232             |

## **Training, Teaching and Capacity Development Activities**

UNU-CRIS aims to train 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 of Modern Diplomacy and annual Doctoral Schools in Quito, Ecuador (with the Universidad Andina, Quito and other partners) and Surabaya, Indonesia (with Airlangga University, Indonesia, and KAZGUU University, Kazakhstan).

## **Collaboration Highlights**

UNU-CRIS collaborates with several UNU institutes via the UNU-Migration and UNU-Water networks, often co-publishing with researchers from UNU-MERIT and UNU-EHS, in addition to consultations and specific occasional collaborations with several UNU institutes (including UNU-CPR, UNU-IAS, UNU-EGOV, UNU-Macau, UNU-FLORES). Major external collaborations include:

- Contribution to UN World Water Development Report.
- Projects with the Economic Research Institute for ASEAN and East Asia (ERIA): a report on the future of ASEAN, and a research project on digital trade governance.
- Contribution to the FAO's Standards of Practice to Guide Ecosystem Restoration: A Contribution to the United Nations Decade on Ecosystem Restoration 2021-2030
- Co-authoring three policy briefs for the THINK20, the academic arm of the G20.
- Coordinating the *EU Science Diplomacy Working Group* co-chairs.

## **UNU Hubs**

UNU-CRIS is currently in negotiations with local partner institutions to open hubs in Mexico, Thailand, Ghana, Colombia, India, and Kazakhstan. In that context, UNU-CRIS has already signed MoUs with CIDE/Colegio de México/UNECLAC (Mexico), Universidad Javeriana (Bogota), Thammasat University (Bangkok), and the Indian Institute of Technology (Hyderabad).

## **AAA Agreements**

UNU-CRIS currently has 48 Associate Research Fellows, who participate in the institute's activities through participating in publication projects, capacity building programmes, and research output.

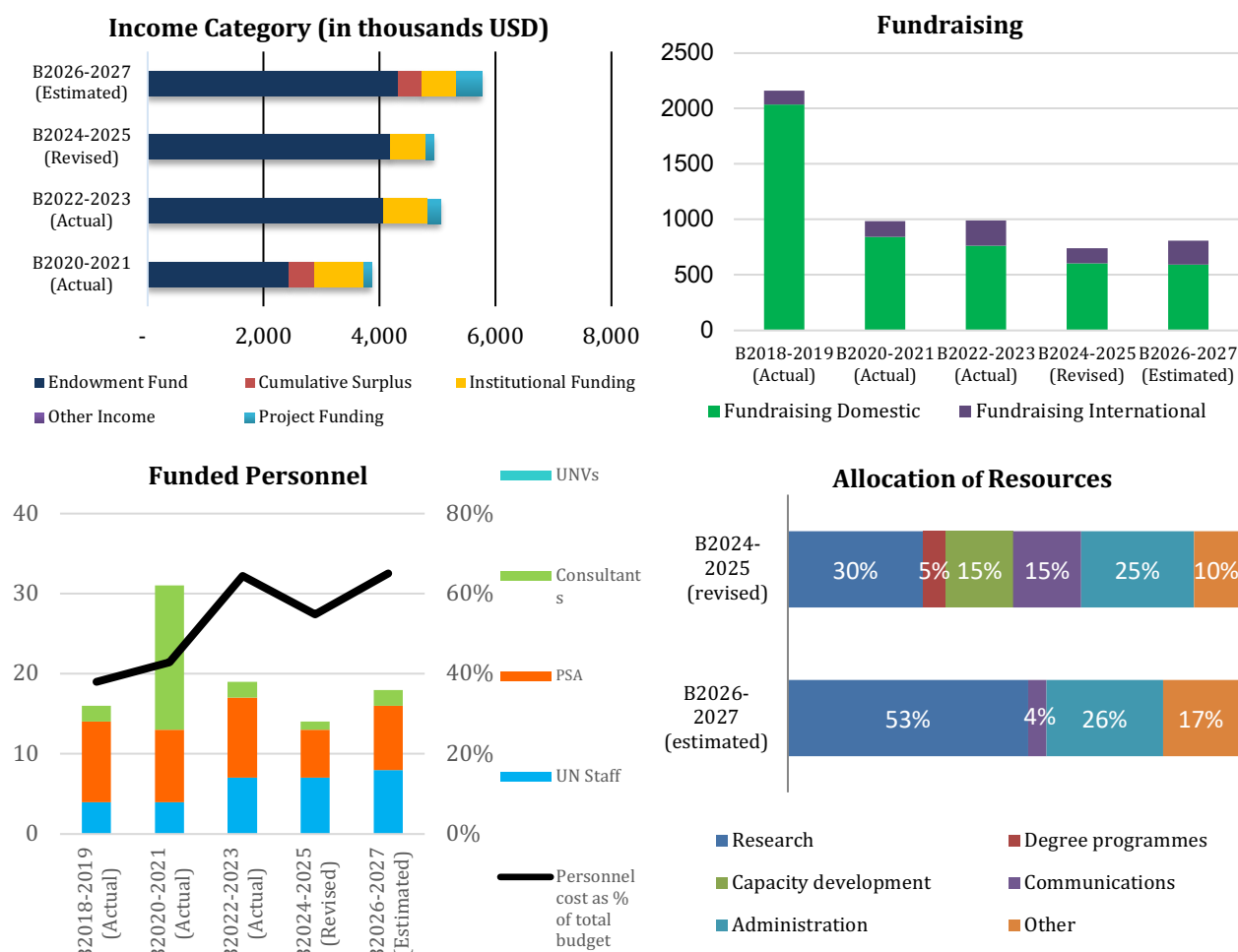
## **Priority areas (Knowledge, Partnership, Impact)**

UNU-CRIS aims to strengthen research output through developing partnerships via the hub programme to create a global network of research on regional and multi-level governance with representation on all continents, actively encouraging more contributions to various publication series, (co)organising workshops and other collaborative/dissemination events, and greater inclusion of voices from the Global South.

The Institute will continue to strengthen capacity building offerings, including creating a doctoral school in Africa, training the next generation of researchers, and allowing for more programmes to run in the Global South/online, to foster more inclusive research processes.

## UNU in Macau Programme and Budget B2026-2027

United Nations University Institute in Macau is a research institute at the intersection 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 the UN 2030 Agenda for Sustainable Development through high-impact innovations and frontier technologies.



## Targeted Sustainable Development Goals and Major Policy Processes

UNU Macau has been contributing to policy processes through research, training and participation in meetings of UN organizations including UN Women, ITU, ESCWA, DESA, WTO, UNCTAD, among others. UNU Macau also contributes to the policy processes of AI as digital public goods for the ADB, and AI for Digital Economy for the World Bank. UNU Macau continues to provide policy recommendations to Macau government to support its economic diversification. In addition, the Institute organises a series of capacity building events/training for policy makers, diplomats, and technology community, with resources and partners in the UNU Global AI Network.

## Research Programmes

| Programme Name   | Theme(s)                        | Personnel   | USD (thousands) |
|--|---------------------------------|-------------|-----------------|
| <b>Research Seed Program, Education and training seed funds</b>  | Transformative technologies     | 4 personnel | 80              |
| <p>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: (i) explore new research ideas or innovative policy activities. (ii) help to generate new grants. (iii) reinforce existing or create new partnerships, collaborations. (iv) related to the KPI of the Institute.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Help the Institute generate more project funding</li> </ul>  |                                 |             |                 |
| <b>AI Econ Simulator</b>   | Economic and social development | 2 personnel | 176             |
| <p>The project aims to deliver an AI platform to simulate social policies for economic development in the Arab region. (17 June 2025 to 31 March 2028)</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>• AI tools to inform policy making towards inclusive growth in the Global South.</li> <li>• Academic papers in top-tier conferences, capacity building activities for policy makers and AI tools where AI contributes to inclusive growth in the Arab region.</li> </ul>  |                                 |             |                 |
| <b>Research on Artificial Intelligence as Public Goods (AIPG)</b>  | Transformative technologies     | 5 personnel | 23              |
| <p>This project seeks to investigate the key characteristics defining AIPGS, evaluate how they differ from Open-Source AI and DPGS, and examine the unique transparency and licensing considerations underpinning AIPGS. The project employs a rigorous approach to understand AIPGs and generate actionable insights into leveraging AIPGs. The key deliverables will include strategic recommendations to ADB in leveraging AIPGs for public benefit. (30 June 2025 to 31 January 2026)</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>• The project will generate insights into the ethical, transparent, and inclusive design and use of AIPGs, supporting UNU Macau's goal of shaping responsible and equitable digital ecosystems.</li> <li>• By delivering strategic recommendations and fostering stakeholder engagement, the study supports UNU Macau's strategic objective to inform policy with actionable, evidence-based research for the inclusive adoption of digital technologies in development contexts.</li> </ul> |                                 |             |                 |
| <b>Education and Training Programme</b>  | Transformative technologies     | 3 personnel | 102             |
| <p>The new education unit will consist of 3 staff, one education/training officer, and two academic officers. They will lead the design, development, delivery and evaluation of all the institutional educational and training programs, such as summer/winter schools, AI training for policy makers, and degree programs in the hubs.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>• Training programs for various audiences, particularly those from the Global South, such as university students (e.g. summer/winter schools), policy makers and diplomatic community (e.g. demystifying AI training)</li> <li>• Manage the Institute's contribution to the UNU hubs' degree programs, and potentially creating a new double-master's program with Tsinghua University on AI Global Governance.</li> </ul>  |                                 |             |                 |
| <b>Research on Women Peace and Cybersecurity in Asia and the Pacific</b>   | Transformative technologies     | 3 personnel | 62              |

Provision of professional services for research on Women Peace and Cybersecurity in Asia and the Pacific (22 May 2025 to 15 June 2026).

*Performance Measure(s)*

- Final Expert paper on Women Peace and Cybersecurity in South Asia.
- Final research report and 2-page brief incorporating feedback for Timor-Leste.

|   |                             |             |    |
|---|-----------------------------|-------------|----|
| <b>Examining the Interrelationships between the Global Digitalization Index (GDI) and Human Development</b> | Transformative technologies | 3 personnel | 30 |
|---|-----------------------------|-------------|----|

Examining the Interrelationships between the Global Digitalization Index (GDI) and Human Development.

*Performance Measure(s)*

- Literature review of the associations between the GDI and the GDC and an overview of the importance of digital maturity in meeting the 2030 Agenda.
- Analysis of the associations between the GDI and a range of indicators of Human Development beyond those examined in the original research report.

|  |    |
|--|----|
| <b>Innovation and Programme Development Fund</b> | 20 |
|--|----|

**Training, Teaching and Capacity Development Activities**

UNU Macau has developed a series of training activities for youth, policy makers, technology community and teachers, especially those from the Global South. In addition, UNU Macau will contribute to the graduate or doctoral degree programs in the UNU hub hosting universities.

**Collaboration Highlights**

UNU Macau has been working closely with UN Women since the pandemic on research and capacity building activities on gender and AI. In recognition of the high-quality of the project, UN Women has continued the partnership. UNU Macau has initiated a project with UN ESCWA on LLM and Agent based modelling for policy making, which will lead to policy impact in Arabic speaking countries.

**UNU Hubs**

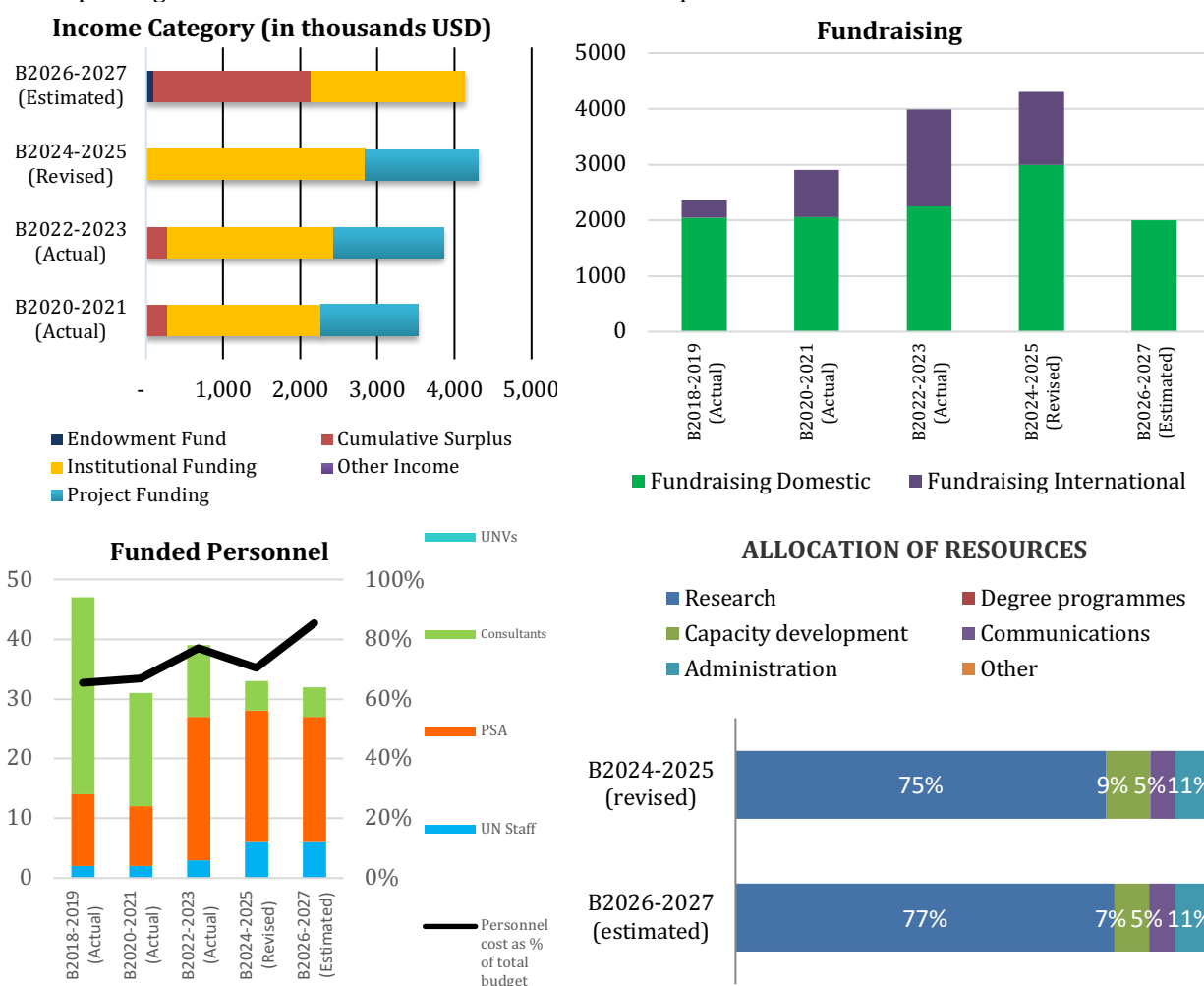
UNU Macau is at the final stage to establish two hubs: one with Tsinghua University on global AI governance, and the other with East China Normal University on AI and finance.

**Priority Areas (Knowledge, Partnership, Impact)**

UNU Macau invests in partnership building and potential co-creation of knowledge with partners from UNU Hubs, AAA contractors, and visiting scholars. The collaboration will lead to publications, conference presentations, and grants, which will strengthen the Institute’s visibility. UNU Macau also fully supports researchers to participate in international academic conferences and impactful UN conferences to disseminate knowledge, identify new partners and make visible impact.

## UNU-EGOV Programme and Budget B2026-2027

The United Nations University Operating Unit on Policy-Driven Electronic Governance (UNU-EGOV) is a research, policy analysis and capacity building institution located in Guimarães, Portugal. Its mission is to support the United Nations system and Member States in finding effective ways to utilize the global digitization trend to transform public governance in the service of sustainable development.



## Targeted Sustainable Development Goals and Major Policy Processes

The UNU-EGOV's research programme, aimed at developing digital governance for global justice, resilience, and sustainability, encompasses research activities that directly impact SDGs achievement, particularly SDG 16 - "peace, justice and strong institutions" and SDG 17 - partnerships for the goals".

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.

By studying how digital technologies can be used to allow more inclusive and participatory policy-making processes, to democratize the access to information and services by underserved populations, to improve efficiency in service delivery and to increase accountability and public trust, the Unit's programme supports policymakers, government officials and other key actors, promotes peaceful societies, provides access to justice for all, and builds effective, accountable and inclusive institutions at all levels.

The Unit's programme also addresses several major policy processes, namely the impact of emerging technologies in the public sector, in different national and regional contexts, particularly in the Global South. This will be articulated through collaborative development projects in several member states, particularly in African countries, and through the creation of cooperation initiatives gathering countries in specific regions. Additionally, the Unit's programme contributes to the UN digital global dialogues and actions, namely the Global Digital Compact, Digital Cooperation, AI Governance, Data Governance, Digital Public Infrastructure initiatives, by providing direct input at the UN level as well as by supporting member states in aligning and developing their capacities at these levels.

## Research Programmes

| Programme Name | Theme(s) | Personnel | USD (thousands) |
|----------------|----------|-----------|-----------------|
|----------------|----------|-----------|-----------------|

### Digital Transformation for Better Governance and Sustainable Development

Economic and social development

2 personnel

128

In accordance with the 2030 Agenda for Development, this research programme explores emerging challenges and opportunities for developing digital governance for global justice, resilience, and sustainability. It is organized into four thematic areas: (1) Digital governance frameworks: strategies, regulations, and monitoring; (2) Emerging technologies and innovation in digital governance; (3) People, communities and digital participation; (4) Digital governance and policies for addressing global challenges.

#### Performance Measure(s)

- (i) number of high-quality research scientific publications it may generate (with a target of 2 indexed publications per year per senior researcher), (ii) the number of public research-oriented events organized and attended with an active role (with a target of 10 per year); and the (iii) number of joint research products (by category, e.g. publications, events) with academic institutions located in the Global South (with a target of 8 per year).
- (i) number of policy-oriented publications (reports, briefs, and white papers) produced (with a target of six per year); (ii) number of contributions to UN reports and/or UN processes (with a target of two per year); (iii) number of times the Institute is approached by member states for policy advice (with a target of two per year); and (iv) number engagements at UN/ Member State organised conferences or policy-dialogues (with a target of one per year).

### Community Building and Institutional Development

Economic and social development

5 personnel

309

The programme aims at developing capacities in policy-driven digital governance research, particularly in the Global South, promote its wider contextualization through the ICEGOV community, and developing research-oriented educational programmes, at both academic and executive levels, in articulation with internal and external partners, as well as externally-funded UNU-EGOV projects aiming at supporting UN and government stakeholders.

#### Performance Measure(s)

- Number of researchers/government officials benefiting from UNU-EGOV fellowships; Number of co-supervisions of master's and PhD students
- Number of co-supervisions of Master and Phd students (with a target of 12 per year);
- Number of collaborations in teaching;
- Number of joint UNU degree programmes and joint (non-UNU degree) programmes implemented;
- Number of outreach of EGOV academics and practitioners through ICEGOV conference, namely from the Global South;
- Number of capacity development programmes delivered to developing countries.

## Innovation and Programme Development Fund

-

## Training, Teaching and Capacity Development Activities

The training and capacity development by UNU-EGOV for the 2026-2027 biennium will include:

- Designing tailored capacity development programmes based on a needs assessment of the beneficiary country/entity based on past experiences with Egypt, Qatar, Saudi Arabia, and Cabo Verde;



- Developing a training portfolio with comprehensive executive training programme based on an offer of intensive courses, emerging from the Unit's current research;
- Collaborating with different entities in designing and developing MOOCs directed to public officials and citizens in general in multiple areas of digital governance;
- Hosting the government fellowship programme targeting civil servants from EGOV national agencies. The programme allows an immersion into UNU-EGOV activities and research during three months in Guimarães with the aim of combining the world of research and practice;
- Launching a joint PhD programme on Digital Governance with the University of Minho and the University of Witwatersrand;
- Co-supervising PhD and Master students conducting their EGOV thesis in partner universities.

### **Collaboration Highlights**

In 2026-2027 UNU-EGOV expects to have a closer cooperation with other UNU Institutes, namely with: UNU-CPR, regarding the UN preparation of contributions for UN global digital discussions; UNU-Macau, regarding the UNU AI Conference organization and UNU AI Network activities; UNU-CRIS regarding the joint presence in UN relevant events such as WSIS and IGF and the conduction of potential studies on digital governance at regional levels; and UNU-IIGH regarding research on digital health.

Additionally, UNU-EGOV will launch three initiatives aiming at fomenting the collaboration of all or many of the UNU institutes: (i) the edition of a book on Digital Governance for Sustainable Development, for which researchers of all the UNU institutes will be invited to contribute with chapters; (ii) the organization of a Workshop at ICEGOV for which multiple UNU institutes will be invited to organize and contribute; (iii) instil and foster the creation of a UNU Digital Governance Network.

### **AAA Agreements**

UNU-EGOV uses AAA agreements as a framework to formalise the collaboration with visiting experts/fellows. The profiles vary but are in the vast majority professors in sabbatical license. We receive PhD students, decision-makers and civil servants as well responsible for digital transformation in their countries. The duration of the visit spans from a few days until several months. No financial support is provided. In case of availability, we may provide accommodation in the Unit's flats.

### **Priority areas (Knowledge, Partnership, Impact)**

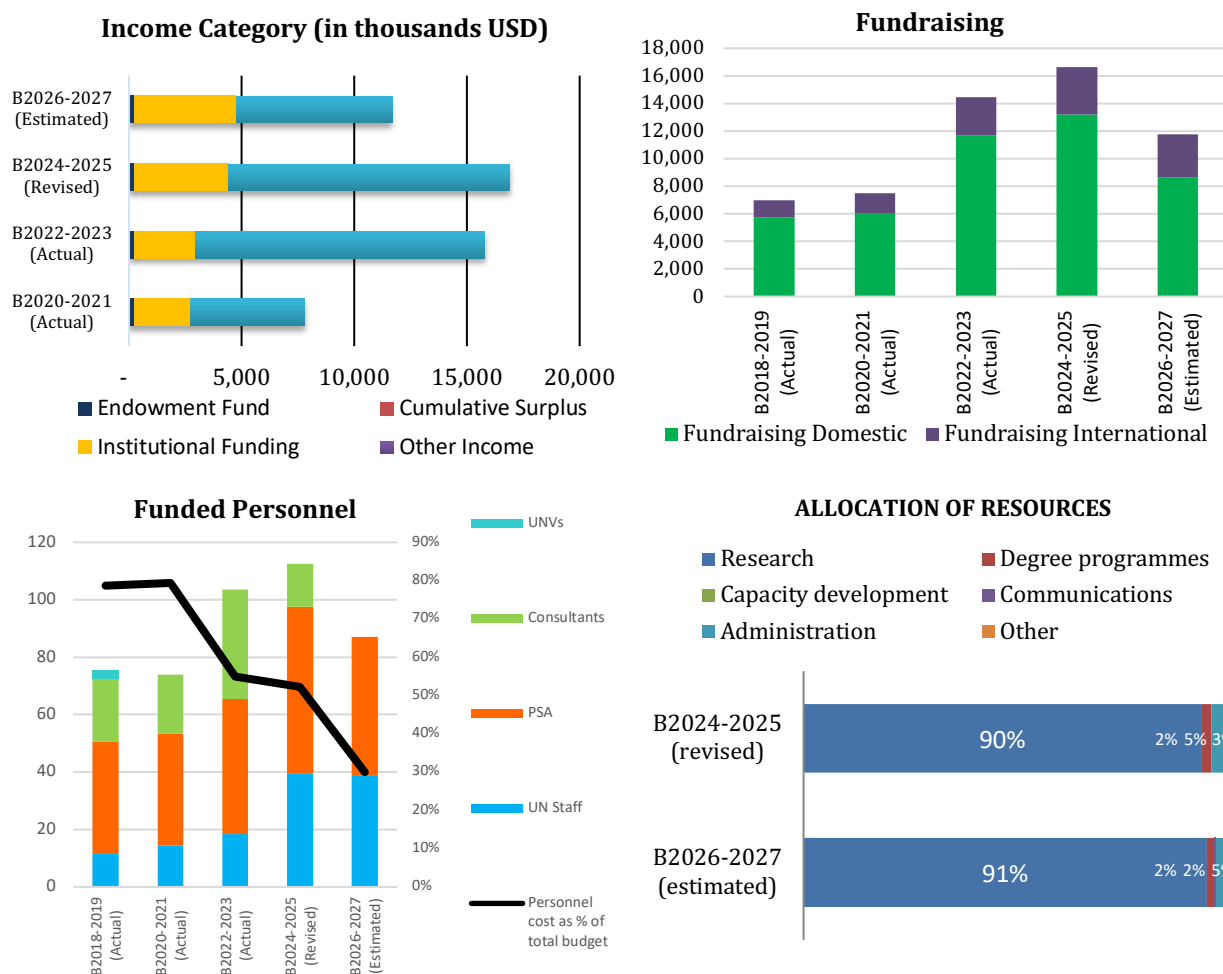
For the 2025-2029 period, UNU-EGOV's strategic focus will be on addressing the emerging pressing challenges and opportunities faced by governments and societies in the digital age.

Aligned with the UNU Strategy 2025-2029, and in compliance with the core values of UNU-EGOV, UNU and the UN system, our strategy's approach is rooted in knowledge creation, global partnerships, and measurable impact, and is structured around five core activities, ensuring meaningful contributions to global governance challenges:

- **Knowledge and Research** - Driving high-quality, policy-relevant research that shapes digital governance theory and practice. By prioritizing impactful projects and fostering interdisciplinary collaboration, UNU-EGOV aims to expand the global knowledge base in digital governance.
- **Capacity Development and Education** - Enhancing skills and competencies in digital governance, with a focus on the Global South. Capacity Development and Education includes training programs, academic courses, and workshops designed to empower public officials and institutions.
- **Global Networks and Partnerships** - Strengthening collaboration with governments, international organizations, academia, and civil society to foster knowledge exchange and cooperative solutions for digital governance challenges.
- **Advisory and Consultancy** - Translating research into actionable policy recommendations and solutions. UNU-EGOV's expertise bridges the gap between academic research and practical governance improvements.
- **Institutional Development** - Reinforcing UNU-EGOV's capacity and sustainability by enhancing its institutional standing, governance structures, funding models, and human resources.

## UNU-EHS Programme and Budget B2026-2027

UNU-EHS acts as a think tank to contribute to 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 UNFCCC, an "Early Career Climate Fellowship Programme".



## 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, Indigenous Knowledge, Sustainability and Equity (WISE) Transformation Initiative, UNU-EHS will explore pathways and heuristics, which contributes to the next generation of SDGs. And on a national level, UNU-EHS has a partnership with the German Federal Ministry of Research, Technology and Space (BMFTR, the former BMBF) for project execution and input on strategic programming on development and risk research.

## Research Programmes

| Programme Name                   | Theme(s)                  | Personnel    | USD (thousands) |
|----------------------------------|---------------------------|--------------|-----------------|
| <b>Institutional Development</b> | Climate Change and Energy | 15 personnel | 164             |

UNU-EHS offers a modular portfolio of educational activities: this includes the Joint M.Sc. Programme with the University of Bonn "Geography of Environmental Risks and Human Security" with an intake of ca. 25 students annually. In cooperation with UNFCCC UNU-EHS offers a "Climate Fellowship Programme" which aims to strengthen the capacity of early career professionals especially from Least Developed Countries (LDCs). A specific focus is also to empower female professionals to pursue a career in international cooperation and development domain..

### *Performance Measure(s)*

- Successful completion of the degree programme.
- Successful completion of the fellowship programme.
- Number of female fellows and number of fellows from LDCs.

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|               |                           |             |     |
|---------------|---------------------------|-------------|-----|
| <b>VARMAP</b> | Climate Change and Energy | 2 personnel | 703 |
|---------------|---------------------------|-------------|-----|

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.

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|             |                                |              |       |
|-------------|--------------------------------|--------------|-------|
| <b>MCII</b> | Climate Change and Environment | 25 personnel | 2,459 |
|-------------|--------------------------------|--------------|-------|

MCII convenes different expertise to promote effective and fair climate and disaster finance mechanisms including climate risk insurance. MCII acts as a platform to conduct research, support pilot projects, advocate for enhanced climate risk analytics within wider risk management approaches, and encourage international collaboration for financial resilience against climate-related risks.

### *Performance Measure(s)*

- Global event with decision-makers and affected communities to co-create positive change.
- Successful implementation of projects in line with the project indicators, and acquisition of new projects.

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|--|--------------------------------|--------------|-----|
| <b>Environmental Vulnerability and Ecosystem Services (EVES)</b> | Climate Change and Environment | 10 personnel | 445 |
|--|--------------------------------|--------------|-----|

EVES conducts original, policy-relevant and actionable research on conceptualizing, understanding and evaluating ecosystem management to address disaster, climate, land and biodiversity goals simultaneously. Through assessing the different values of nature and the implications of its losses, the EVES division aims to design climate-resilient Nature-based Solutions and to put nature at the centre of global policy frameworks.

*Performance Measure(s)*

- Publication of peer-reviewed journal articles, policy formats, and capacity-building and guidance materials.
- Acquisition of new projects.

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|--|--------------------------------|-------------|-----|
| <b>Global Mountain Safeguard Research (GLOMOS)</b> | Climate Change and Environment | 5 personnel | 787 |
|--|--------------------------------|-------------|-----|

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)*

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

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|   |                                |             |   |
|---|--------------------------------|-------------|---|
| <b>Environment and Migration: Interactions and Choices Section (EMIC)</b> | Climate Change and Environment | 5 personnel | - |
|---|--------------------------------|-------------|---|

The Environment and Migration: Interactions and Choices (EMIC) division undertakes pioneering research to strengthen the evidence base on the multiple linkages between human mobility and environmental change. EMIC research informs the policy and actions of UN 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 have also played 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
- Publication of peer-reviewed journal articles and other knowledge-sharing formats, such as policy briefs, public lectures, and teaching

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|   |                                |             |       |
|---|--------------------------------|-------------|-------|
| <b>Urban Futures and Sustainability Transformation (FAST)</b> | Climate Change and Environment | 6 personnel | 1,106 |
|---|--------------------------------|-------------|-------|

The FAST Division aims at developing and testing strategies towards socially just, safe and climate-friendly cities and regions, and to translate findings into transformative policy, governance and related capacity development. The specific focus is on urban systems, triggering change on the ground.

*Performance Measure(s)*

- Publication of peer-reviewed journal articles, policy formats, and capacity-building materials.
- Acquisition of new projects.

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**Innovation and Programme Development Fund**

1,367

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**Training, Teaching and Capacity Development Activities**

UNU-EHS offers a modular portfolio of educational activities: this includes the Joint M.Sc. Programme with the University of Bonn "Geography of Environmental Risks and Human Security". It further includes the World Risk and Adaptation Futures – Summer Academy which aims to foster the science-policy-action interface by feeding the created knowledge and the debated advice directly into policy processes (e.g. in partnership with UNFCCC) and communities of practice (e.g. in partnership with UNISDR and ICLEI). In cooperation with UNFCCC UNU-EHS offers a "Climate Fellowship Programme".

**Collaboration Highlights**

UNU-EHS has collaborated across UNU through UNU internal networks, including the UNU Climate Network; Partnerships & Fundraising Network; IPCC Network; Watern Network; Migration Network; UNFCCC Network; MaGIR Network; and DRR Network. The Institute has collaborated with UNU-INRA in connection with UNU outreach to German and African-based actors and stakeholders, joint projects, capacity building activities and global science-policy/outreach events, e.g. HLPF side events, and with UNU-WIDER on cross-institutional research proposals, notably 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).

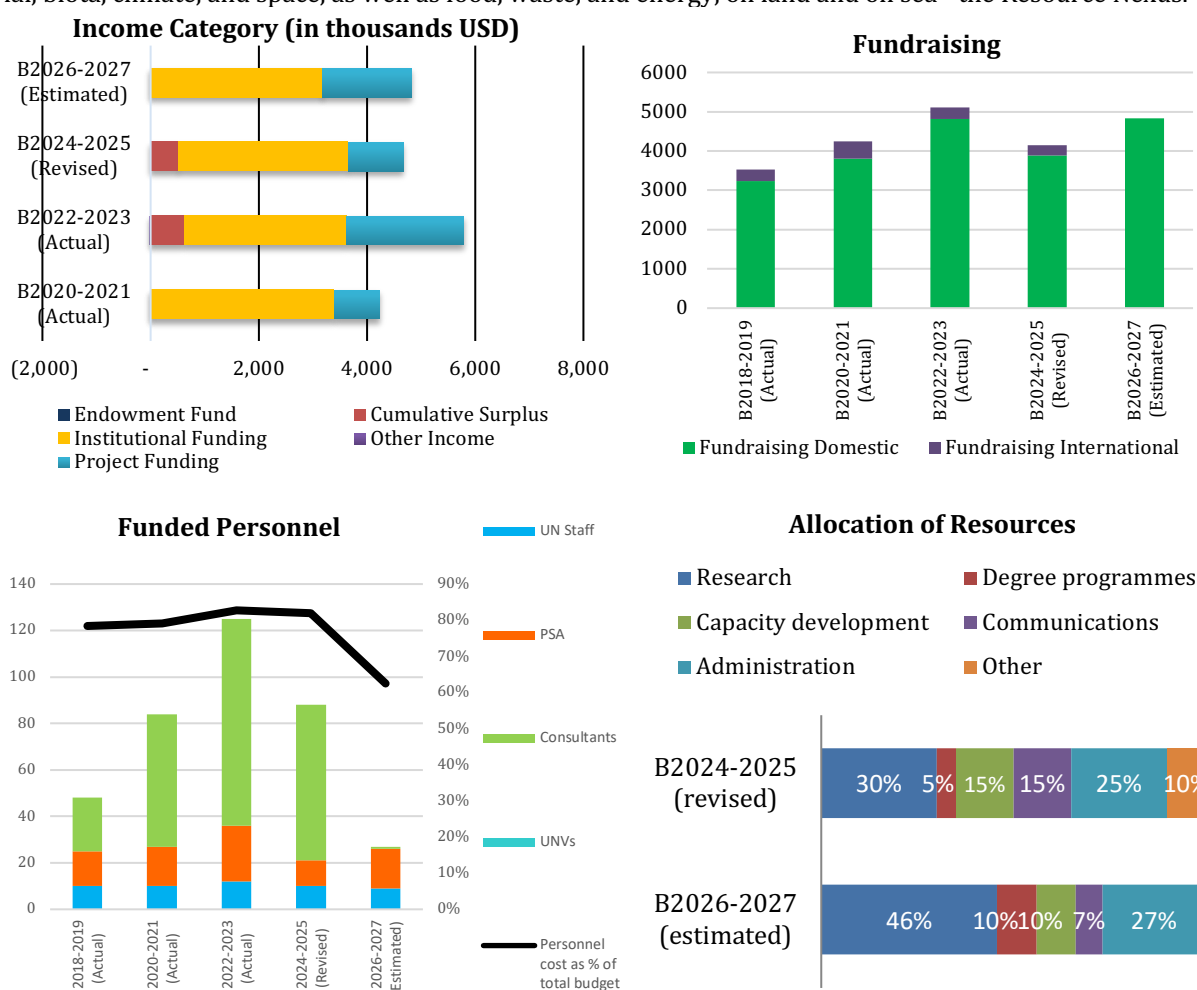
The UNFCCC–UNU Early Career Climate Fellowship Programme is a strategic cooperation between UNU-EHS, UNU-VIE and UNFCCC. It offers young professionals from developing countries a unique opportunity to start their career at the interface between international climate policy development and research. Academically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

**Priority areas (Knowledge, Partnership, Impact)**

The programme budget constitutes an investment in research activities and institutional development initiatives, whilst the human resources budget constitutes an investment in the personnel who will implement the institute activities. Both the activities, as well as the people driving these, will generate knowledge and strategic partnerships (for example within the framework of joint projects, joint events, joint publications or other collaborative activities), which will, in turn, engender impact for science, policy and practice, as well as for local, regional, national, and global communities. Envisaged outputs (i.e. tangible/visible impact) include publications, events, educational and capacity building activities, amongst others.

## UNU-FLORES Programme and Budget B2026-2027

UNU-FLORES serves as a research institute, a global think tank and a postgraduate teaching organisation to the UN, 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, material, biota, climate, and space, as well as food, waste, and energy, on land and on sea - the Resource Nexus.



## 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, material, land, biodiversity, climate change, space, 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 system, e.g. via the Development Coordination Office or other UN entities. 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 our work, it can help identify challenges to minimise unintended consequences of management practices. Finally, all projects and performance appraisal reports follow the Theory of Change logic. Outcome and impact are connected to the SDGs.

## Research Programmes

| Programme Name  | Theme(s)                       | Personnel    | USD (thousands) |
|---|--------------------------------|--------------|-----------------|
| <b>Research and Innovation Development</b>  | Climate Change and Environment | 45 personnel | 1,124           |
| <p>UNU-FLORES aims to develop into the global thought leader on the Resource Nexus, advancing both the theoretical concept and the practical application of the Resource Nexus in different regional and thematic concepts. Research will mostly be of an impact-oriented nature, with interconnections to the work of the UN system being an explicit goal.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>• Publishing high-quality and policy- relevant research</li> <li>• Providing proactive research support to member states</li> </ul>  |                                |              |                 |
| <b>Education and Capacity Development</b>   | Climate Change and Environment | 6 personnel  | 216             |
| <p>UNU-FLORES aim to empower scientists, practitioners, policy and decision makers with Resource Nexus thinking through the Knowledge Academy for the Resource Nexus (KARE), amongst others, in collaboration with partner universities, through internships, and a range of capacity building and lifelong learning offerings. eLearning and a focus on Global South countries forms an integral part of this.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>• Publishing high-quality and policy- relevant research</li> <li>• Providing proactive research support to member states</li> </ul> |                                |              |                 |
| <b>Innovation and Programme Development Fund</b>  |                                |              | 20              |

## Training, Teaching and Capacity Development Activities

UNU-FLORES aims to empower scientists, practitioners, policy and decision makers with Resource Nexus thinking through the Knowledge Academy for the Resource Nexus (KARE). It raises awareness of the Resource Nexus approach and its benefits for resilience, issues of peace, security, and sustainable development. The Institute educates the next generation (today's youth) through its academic programmes with partner universities and influences policy and practice by engaging with today's scientists, practitioners, policy and decision makers through a range of capacity building offerings. Based on the Institute's knowledge base of case studies, good practice for applying the Resource Nexus approach will be further developed, refined and integrated into our capacity development, teaching and degree programmes. eLearning courses form an integral part of the KARE activities. UNU-FLORES collaborates with other UNU institutes to explore synergies in respective educational offerings and for leveraging the UNU brand.

## 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
- Partnerships and official MOUs were signed with IIASA, LMBV and GeoSN

## UNU Hubs

The Institute aims to establish regional hubs and collaborative centers in key locations, especially within the Global South, to facilitate local research, capacity building, and knowledge exchange tailored to regional priorities. UNU-FLORES decided to have three priority regions, namely Asia, Africa and Latin America.

- UNU Hub FLY in Paris was established to create transformative learning experiences that inspire and empower youth to shape global peace and sustainability.
- UNU Hub CREST in Dresden was established to equip future engineers and policymakers with tools to address global sustainability challenges and to translate technological innovation into real-world impact.

### **AAA Agreements**

AAA agreements at UNU-FLORES are engage with individual external academics and experts who contribute to UNU's mission in accordance with the UNU Charter, through their research, writing, training, knowledge dissemination, and/or analytic expertise. In particular, AAA contract holders supervise doctoral researchers, contribute to proposal writing, give lectures, or jointly publish with UNU-FLORES.

### **Priority Areas (Knowledge, Partnership, Impact)**

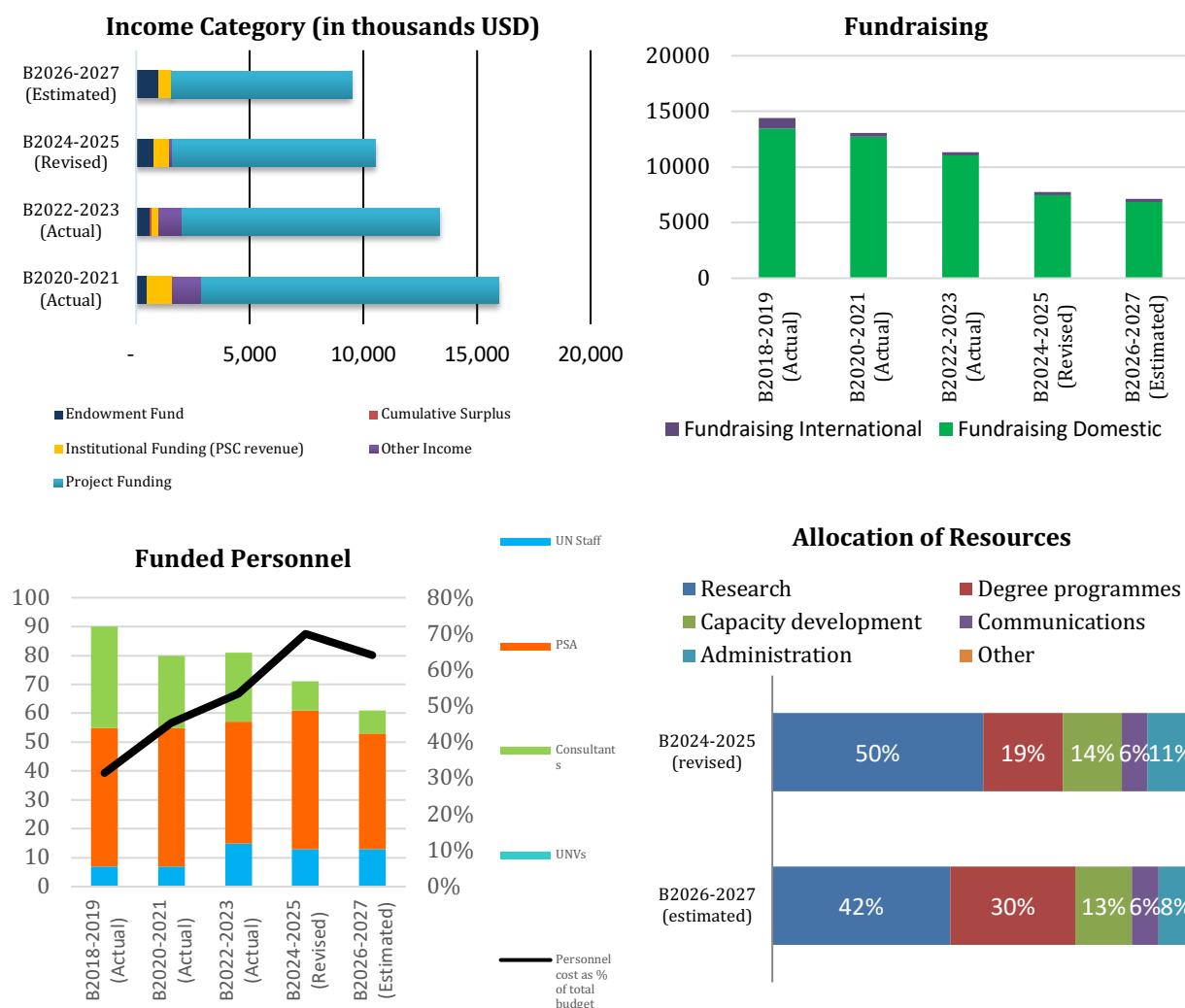
In the area of Knowledge, UNU-FLORES will strengthen its research activities and educational programmes, prioritizing capacity building and knowledge dissemination to address urgent sustainability issues. By expanding its academic reach (our projects can be found on our website and in Pelikan) and engaging diverse audiences—including youth—UNU-FLORES aims to make the Resource Nexus central to environmental discussions within the UN system and among its Member States. Dedicated staff positions and budgets for activities will support the efforts.

Through Partnerships, UNU-FLORES will forge and strengthen collaborations, focusing especially on the Global South and enhancing cooperation within the UN system. Engaging with academia, civil society, the private sector, and government agencies, UNU-FLORES will bridge academic and non-academic communities to promote equitable, South-South and South-North scientific collaboration. Dedicated staff positions and budgets for activities will support the efforts.



## UNU-IAS Programme and Budget B2026-2027

UNU-IAS advances global efforts towards a more sustainable future through policy-oriented research and capacity development on: (i) governance for climate change & sustainable development, (ii) natural capital & biodiversity, (iii) water & resource management, and (iv) education & innovation. UNU-IAS postgraduate education produces the sustainability leaders of tomorrow — including full master's and doctoral degrees, as well as innovative short courses.



## Targeted Sustainable Development Goals and Major Policy Processes

UNU-IAS addresses key international policy agendas including the SDGs, the Paris Agreement on climate change, the Convention on Biological Diversity (CBD), and education for sustainable development (ESD for 2030). The institute specifically focuses on building synergies between these agendas — for example, UNU-IAS is a key knowledge partner on climate–SDG synergies within the UN system.

Research on climate change and sustainable development contributes to multiple SDGs including SDG 2, SDG 3, SDG 6, SDG 7, SDG 11, SDG 12 and SDG 13. For example, a study on sustainable global food systems will support local governments in adopting sustainable school lunch programmes to reduce greenhouse gases and environmental impacts.

<sup>8</sup> 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.

The BDS programme contributes to achieving SDG 14 and SDG 15, as well as CBD, including the Kunming–Montreal Global Biodiversity Framework (GBF) — focusing on GBF Targets 1, 2,3,4,7,8,9, 10,11,15 and 16. The IVE programme leads the Global RCE Network, which accelerates efforts on all SDGs through community-based education and lifelong learning. A new project will deliver a global educator diploma for climate change education, supporting Member States in localizing climate change education programmes (SDGs 4, 12 and 13).

The OUIK programme supports ecosystem-based post-disaster recovery in the Noto region of Japan and promotes inclusive, resilient community planning (SDG 11). It enhances climate adaptation (SDG 13) through green infrastructure and cultural landscape conservation and supports biodiversity conservation and ecological monitoring (SDG 15). The programme contributes to the GBF and the UNEP Generation Restoration Cities initiative.

## Research Programmes

| Programme Name                  | Theme(s)                        | Personnel   | USD (thousands) |
|---------------------------------|---------------------------------|-------------|-----------------|
| <b>Biodiversity and Society</b> | Economic and Social Development | 9 personnel | 1,173           |

The BDS programme advances Socio-Ecological Production Landscapes and Seascapes (SEPLS) through policy-oriented research and capacity development. It contributes to implementation of the Kunming–Montreal Global Biodiversity Framework (GBF) and achievement of other biodiversity-related global goals. BDS provides operational support for the International Partnership for the Satoyama Initiative (IPSI) as its secretariat, through a multi-stakeholder engagement process.

### *Performance Measure(s)*

- Expand mission-driven, results-oriented research responsive to policy needs in biodiversity.
- Deliver impactful capacity development and trainings, with a stronger focus on Member States in the Global South to respond to their emerging needs and objectives, including major global conventions and agreements (SDGs, Paris Agreement, CBD, etc.)

|                                      |                                |             |     |
|--------------------------------------|--------------------------------|-------------|-----|
| <b>Water and Resource Management</b> | Climate Change and Environment | 2 personnel | 100 |
|--------------------------------------|--------------------------------|-------------|-----|

This programme develops sustainable, decentralised approaches to overcome the water crisis, enhance resilience, and help build decarbonised, circular economies. Its research contributes to policy dialogue at the global level, including the UN World Water Development Report, as well as regional and local development planning. It promotes integrated management of water resources and environment at the community level, fostering collaboration among academia, government and private sectors to secure sustainable water resources and environment.

### *Performance Measure(s)*

- Development of a tool to analyse 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.

|                                 |                                 |             |     |
|---------------------------------|---------------------------------|-------------|-----|
| <b>Innovation and Education</b> | Economic and Social Development | 8 personnel | 724 |
|---------------------------------|---------------------------------|-------------|-----|

The IVE programme leads the global and regional networks Regional Centres of Expertise on ESD (RCEs) and ProSPER.Net. It develops and implements a teacher capacity building diploma programme for climate change education and provides evidence-based policy research for relevant UN agencies on ESD, climate change education and innovative pedagogies (including application of AI).

### *Performance Measure(s)*

- Expand mission-driven, results-oriented research responsive to policy needs in education for sustainable development and greening education.
- Enhance strategic collaboration with Member States, academics and local communities through RCE, ProSPER.Net and HESI.

**Postgraduate Degrees and Training Programme**

Climate Change and Environment

7 personnel

3,364

This programme delivers the full postgraduate degree programmes (MSc in Sustainability and PhD in Sustainability Science) as well as short-term training courses which are open to external participants. The programme also promotes engagement by higher education on the SDGs, leading the UNU SDG–Universities Platform (SDG–UP) and playing a key role in the UN Higher Education Sustainability Initiative (HESI).

*Performance Measure(s)*

- Enhance the quality and quantity of UNU-IAS postgraduate degree programmes by improving their design and implementation and mobilizing additional resources and expertise, including innovative tools and technologies.
- Deliver impactful capacity development and trainings, with a stronger focus on Member States in the Global South to respond to their emerging needs and objectives, including major global conventions and agreements (SDGs, Paris Agreement, CBD, etc.)

**Strategic Programme**

Climate Change and Environment

13 personnel

1,277

This programme conducts policy-oriented research, capacity building and educational activities to advance governance for climate change and sustainable development. It enhances synergies between climate action and the SDGs in close collaboration with UN DESA and other key partners. The programme empowers youth to actively contribute to these global policy agendas.

*Performance Measure(s)*

- Expand mission-driven, results-oriented research responsive to policy needs in sustainable development and climate change.
- Deliver impactful capacity development and trainings, with a stronger focus on Member States in the Global South to respond to their emerging needs and objectives, including major global conventions and agreements (SDGs, Paris Agreement, CBD, etc.)

**Operating Unit  
Ishikawa/Kanazawa OUIK**

Economic and Social Development

4 personnel

973

OUIK advances sustainability through research and education rooted in biocultural diversity. Through activities in Noto, Kanazawa, and internationally, it connects local and global knowledge and solutions for climate resilience, SDGs localization, and youth capacity building, aligning with UNU priorities on climate change, social development and higher education.

*Performance Measure(s)*

- Expand collaboration with Member States, the private sector and local communities, with a focus on harnessing UNU-IAS global–local mechanisms.
- Enhance the engagement of youth across UNU-IAS research, capacity building, and partnerships to unleash their full potential.

**Innovation and Programme Development Fund**

130

**Training, Teaching and Capacity Development Activities**

UNU-IAS master's and doctoral degrees in sustainability are delivered in collaboration with leading universities in Japan, including joint diploma programmes with partner universities. Intensive core courses, a credited practicum course and other short courses, such as the UNU Global Seminar and the Global Leadership Training Programme for Sustainable Development in Africa, are open to external students. The Diploma Programme for Specialization on the Paris Agreement strengthens national capacity to implement the Paris Agreement on climate change. Projects include the Asia-Pacific Mayors Academy, in collaboration with UN ESCAP and UN-HABITAT, which engages city mayors/governors to strengthen leadership for the SDGs and city-to-city collaboration. The new Global Educator Diploma for Climate Change will leverage UNU knowledge to deliver an 8-credit diploma programme. The institute empowers youth to advance sustainability through multiple initiatives that train and

support youth to contribute to key global conferences (including UNFCCC COPs and CBD COPs). The UNU Global Seminar in Ishikawa, Japan engages students to explore topics such as disaster resilience, biodiversity, and sustainable communities through dialogue with experts and local stakeholders.

### **Collaboration Highlights**

UNU-IAS has collaboration with various UN entities, including the CBD Secretariat, CCD Secretariat, FAO, GEF, ITTO, ITU, UN DESA, UNDP, UNDRR, UNEP, UNESCO, UN ESCAP, UNFCCC Secretariat, UN-HABITAT, UNITAR, and WHO. Other international organizations include the ADB, AEON Environmental Foundation, International Organization for Standardization (ISO), Institute for Global Environmental Strategies (IGES), IUCN, JICA, Overseas Environmental Cooperation Centre (OECC), The Energy Research Institute (TERI), and the World Bank.

UNU-IAS additionally collaborates with its academic partners: International Christian University (ICU), Ifugao State University, Institute of Science Tokyo, Sophia University, Stockholm Environment Institute (SEI), The University of Tokyo, Tohoku University.

UNU-IAS is co-chair of the Higher Education Sustainability Initiative HESI during 2024–2025, an open partnership between the UN system and higher education institutions to advance sustainable development. It has more than 1,200 members.

The Institute leads the Promotion of Sustainability in Postgraduate Education & Research Network (ProSPER.Net): engaging 60 higher education institutions in the Asia-Pacific region on joint research and integrating sustainable development into postgraduate curriculums.

It further leads the SDG–Universities Platform (SDG–UP), engaging more than 20 Japanese universities to support and strengthens collaboration for the SDGs.

### **Priority areas (Knowledge, Partnership, Impact)**

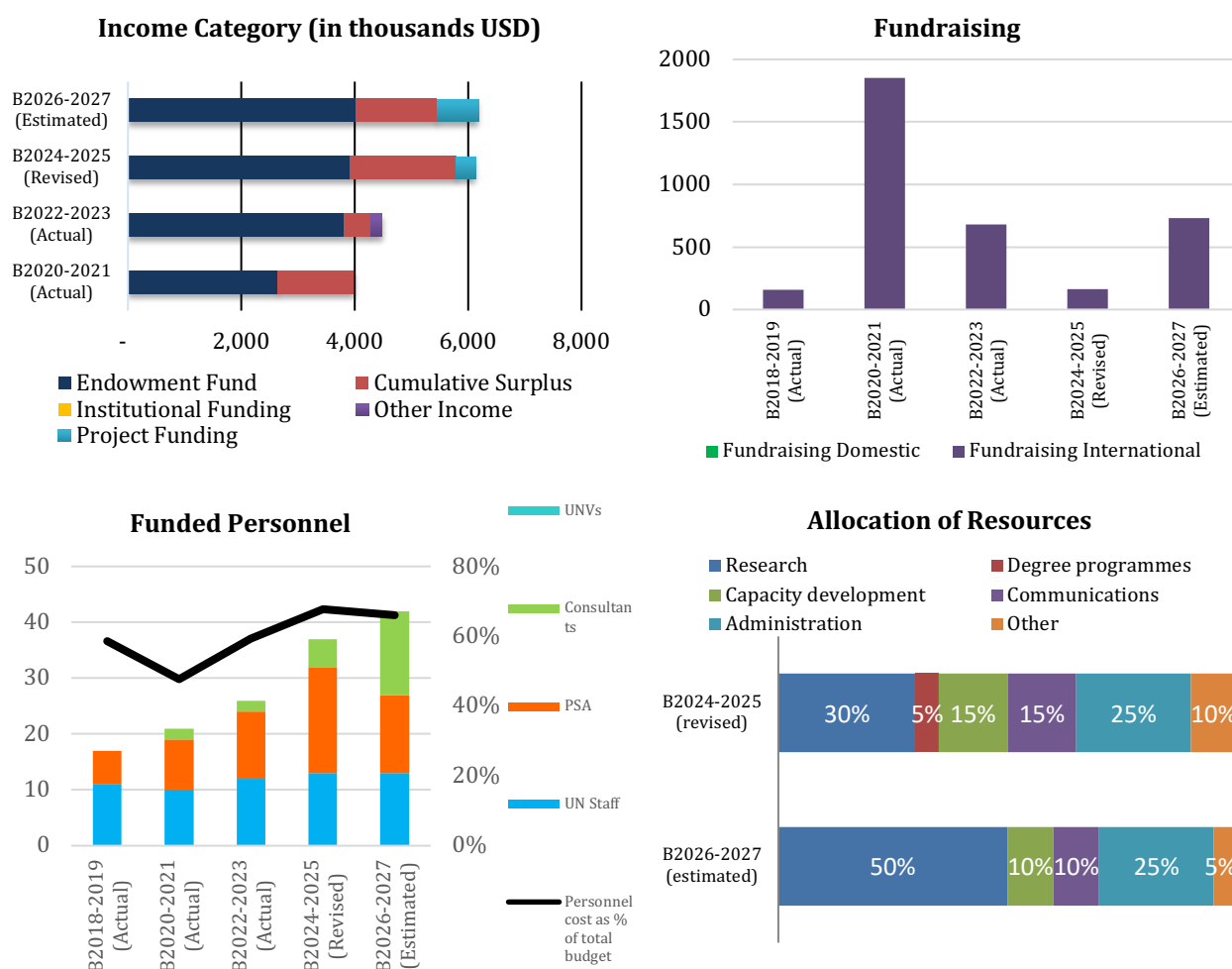
**Knowledge:** Expand mission-driven, results-oriented research that is responsive to policy needs in sustainability, taking advantage of the unique strengths of UNU-IAS (e.g. research fields, global-local partnership, global and regional networks such as IPSI) as a think tank in the UN system. Prioritize core transdisciplinary research areas in sustainability with a strong focus on synergetic linkages across sectors, and enhance the quality (learning outcomes) and quantity (enrolments) of the UNU-IAS postgraduate degree programme by improving their design and implementation and mobilizing additional resources and expertise, including innovative tools and technologies. UNU-IAS aims to deliver impactful capacity development and trainings, with a stronger focus on Member States in the Global South to respond to their emerging needs and objectives, including major global conventions and agreements (e.g. SDG, Paris Agreement, CBD, etc.), and systematically reflect the global policy development and incorporate research outputs into the curriculum of the postgraduate degree programmes and other capacity development initiatives.

**Partnerships:** UNU-IAS aims to strengthen its role in bridging between the global academic community and the UN system on sustainability issues, enhancing the science–policy interface, and deepen communications and coordination within the UN system leveraging the location of UNU-IAS at the global headquarters of UNU. It further aims to expand strategic collaboration with Member States, the private sector and local communities, with a focus on harnessing UNU-IAS global-local mechanisms, and leverage UNU-IAS networks to advocate knowledge products and serve as knowledge broker to connect policymakers with impactful research.

**Impact:** UNU-IAS will expand activities in the Global South and explore new/emerging fields of research in consideration of organizational priorities of UNU and the needs of the global community — such as community resilience, DRR, just transition, resilience and sustainability towards 2030 and beyond. It will further enhance the engagement of youth across UNU-IAS research, capacity building, and partnerships to unleash their full potential, increase research impact and uptake through strengthening output, accessibility and dissemination of high-quality UNU IAS knowledge products, and implement carefully targeted stakeholder engagement and outreach activities to inform and advance policy debate and public dialogue on sustainability issues.

## UNU-IIGH Programme and Budget B2026-2027

Serving as the UN's think tank on global health, UNU-IIGH works to advance equitable, just and effective policies and practices by interrogating power and gender asymmetries in global health governance and accountability, health systems and workforce, digital health governance and security, and climate health emergencies and just transitions.



## 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) |
|--------------------------|---------------------------------|-------------|-----------------|
| Power and Accountability | Economic and Social Development | 3 personnel | 554             |

Key elements of work:

- Research and convening on global health governance and accountability systems.
- Support for systems strengthening and institution building in South Asia to improve child nutrition.

*Performance Measure(s)*

- 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.

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**Gender Equity and Intersectionality**

Economic and Social Development

3 personnel

261

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.

*Performance Measure(s)*

- 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.

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**Digital Health Security and Governance**

Transformative Technologies

3 personnel

100

The overarching aim of this work package is to address the colonial legacies and power asymmetries that negatively impact robust digital health governance, identify ways to strengthen health data governance with a particular focus on SRHR and promote diversity in technology design and development.

*Performance Measure(s)*

- Generate digital health governance recommendations and build consensus through policy dialogues with key stakeholders to influence policy processes and enhance governance frameworks.
- Translate and disseminate global digital health governance guidance relevant for country-level decision-makers and develop knowledge products to shape global policy.

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**Climate Justice and Determinants of Health**

Climate Change and Environment

3 personnel

218

The overarching aim of this work package is to leverage UNU-IIGH's position within the UN and network of UNU institutes, network experts, practitioners, policymakers, and academics and its location in Asia to serve as a platform for critical thinking, the exchange of knowledge and tools, and to advance evidence-based policy, and action on the different dimensions of the climate emergency and its impact on health.

*Performance Measure(s)*

- Policy analyses (working papers and policy brief) and recommendations on topics like climate and health, just transition and plastic pollution.
  - The creation of a knowledge platform for exchange and (policy) dialogue on Climate Justice and Health.
-

|  |                                 |             |    |
|--|---------------------------------|-------------|----|
| <b>PhD Fellowship</b>  | Economic and Social 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"> <li>• The output of the fellowship is a publishable report and/or policy brief to be included as an appendix to the thesis where relevant.</li> <li>• PhD Fellows are awarded a UNU-IIGH certificate of participation.</li> <li>• UNU-IIGH will host two PhD Fellows per year.</li> </ul>   |                                 |             |    |
| <b>Capacity Development</b>  | Economic and Social Development | 2           | 22 |
| <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"> <li>• Strengthen capacity to generate &amp; utilize evidence and network for South-South learning &amp; collaboration.</li> <li>• The means of verification is the evaluation of the courses by participants.</li> <li>• Measure of satisfaction after the course, and have interview 6-12 months later to understand how the knowledge and skills acquired in the courses/MOOCs were applied in their work.</li> </ul> |                                 |             |    |
| <b>Innovation and Programme Development Fund</b>   |                                 |             | 68 |

## Training, Teaching and Capacity Development Activities

UNU-IIGH provides demand driven short course programs 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 programs in universities. It also focuses on engagement with Malaysian academic institutions. Also successfully led an effort for the designation of the Malaysia Global Health Consortium as a WHO-WPRO Regional Training Centre for Implementation Research, and several projects have arisen from this initiative. In the 2026-27 biennium these efforts will be consolidated and further growth explored, including the design of a monitoring and evaluation framework. The internship program will be further formalised to include programs that support early and mid-career researchers and the development of training programs based on the research from other academic pillars of the institute.

The PhD Fellowship program will be extended to new partners and support provided to Visiting Fellows on sabbatical where appropriate.

## Collaboration Highlights

UNU-IIGH is partnering with UNU-Macau to work on Digital Health laboratory, bringing in the decolonial approach and gender aspects into the project. Unu-IIGH is collaborating with UNU-INRA on a submission to support gender health and climate change. This will be designed as a proof of concept for translation to other low and middle income countries.

Mainly through the Gender and Health Hub, UNU-IIGH has secured unprecedented high-level commitment and engagement with WHO, UNICEF, UNFPA, UNDP, UN Women and OHCHR and took the lead on cross-cutting activities such as the UNU Gender Atlas Program. UNU-IIGH also collaborates with the WHO, UN Women, UNDP, UNFPA and the Global Fund through the SDG3 Global Action Plan for Healthy Lives. 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 localized mini-MOOC in IR for the Malaysian context.

### **Priority Areas (Knowledge, Partnership, Impact)**

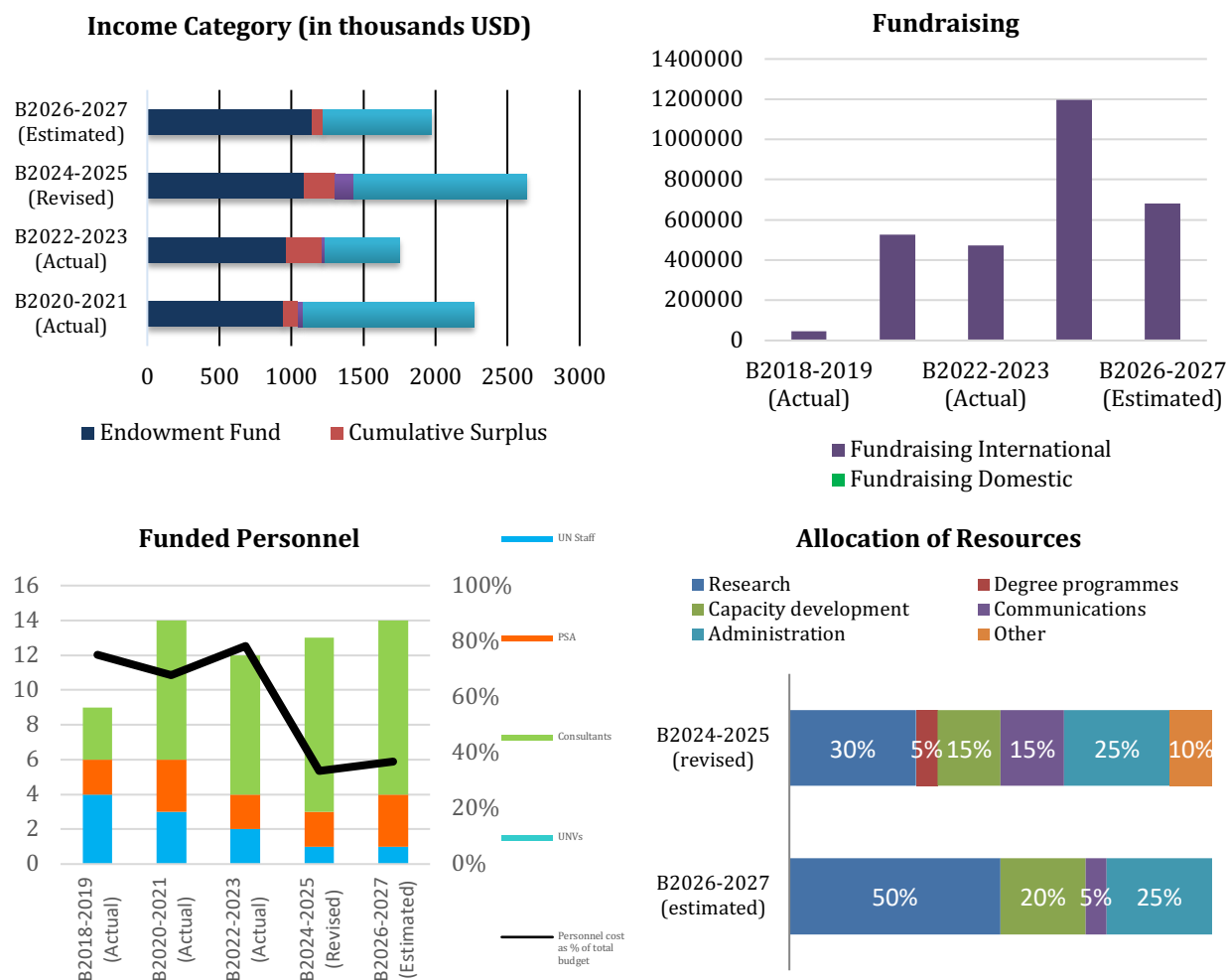
It is to support UNU-IIGH's strategy to produce relevant research, strengthen collaboration, and increase real-world impact, particularly in LMICs. Investments in the knowledge area will ensure the Institute continues to deliver high-quality, policy-relevant research and make it accessible through open publications, events, and learning platforms. Funding will also support capacity-strengthening programmes - training policymakers, researchers, and practitioners on critical health challenges. These activities are central to UNU-IIGH's role in shaping evidence-informed policy and building expertise where it's most needed.

Spending on partnerships will strengthen relations across the UNU system, governments, academic institutions and CSOs, especially in the Global South in activities such as regional convenings, collaborative research projects, and new institutional agreements that formalize long-term cooperation. These efforts are designed to ensure the work is grounded in local realities and aligned with global priorities. Together, the budget enables the Institute to connect knowledge with action by bridging research, policy and practice. It will help to expand the Institute's visibility and influence while ensuring its work remains relevant, inclusive and focus on impact.



## UNU-INRA Programme and Budget B2026-2027

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



## Targeted Sustainable Development Goals and Major Policy Processes

The United Nations University Institute for Natural Resources in Africa (UNU-INRA) is one of the 14 research and training institutes of the United Nations University (UNU). UNU-INRA bridges the gap between science and natural resources management policies in Africa. UNU-INRA's mandate is to contribute to the sustainable development of Africa's natural resources in a way that maintains the quality of the natural environment and transforms lives. UNU-INRA's 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). Serving as energy and climate brookings institute through its policy-to-research solution research programme, quality evidence generated from research 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 Africa Union Commission, ECOWAS Commission for Africa, African Development Bank 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) |
|---|---------------------------------|-------------|-----------------|
| <b>Transition Towards Land-based Ecosystems Management (AFOLU)</b>  | Climate Change and Environment  | 6 personnel | 149             |
| <p>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.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>Reduced greenhouse gas (GHG) emissions from the agricultural sector due to adoption of recommended management practices: percentage (<math>\leq 10</math> per cent) reduction in GHG emissions from selected crops in different vegetation zones/biomes.</li> <li>Increased agricultural productivity as a result of widespread adoption of sustainable land management (SLM) practices: 50 farmers adopt investigated SLM practices.</li> </ul>   |                                 |             |                 |
| <b>Producing Knowledge for Natural Resource Governance</b>  | Economic and Social Development | 5 personnel | 454             |
| <p>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.</p> <p><i>Performance Measure(s)</i></p> <p>Reduction in the negative impacts of artisanal mining (ASM) on land and water quality, as measured by:</p> <ul style="list-style-type: none"> <li>Minimum of 100 young professionals, policy makers and industry players become knowledgeable and skilled on energy transition and pathways toward a low carbon economy.</li> <li>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.</li> </ul> |                                 |             |                 |
| <b>Technical Innovation Systems – Shifting Focus to Clean Energy and Green Economy</b>  | Transformative Technologies     | 4 personnel | 798             |
| <p>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.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>Stakeholders applying an integrated framework to a just energy transition and linked to economic development through green jobs</li> <li>Stakeholders identified green transition opportunities and embrace innovative green business models</li> </ul>   |                                 |             |                 |
| <b>Innovation and Programme Development Fund</b>  |                                 |             | 33              |

## **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.

## **Priority areas (Knowledge, Partnership, Impact)**

### **Knowledge**

UNU- INRA intends to strengthen its research and capacity building on national resources management. Its focus is on Just transitions; governance of critical minerals; strategies to boost Africa's water management/aquaculture (Blue economy); and land-based ecosystem management for food security emerging topics such as climate-induced peace and security and migration.

### **Partnerships**

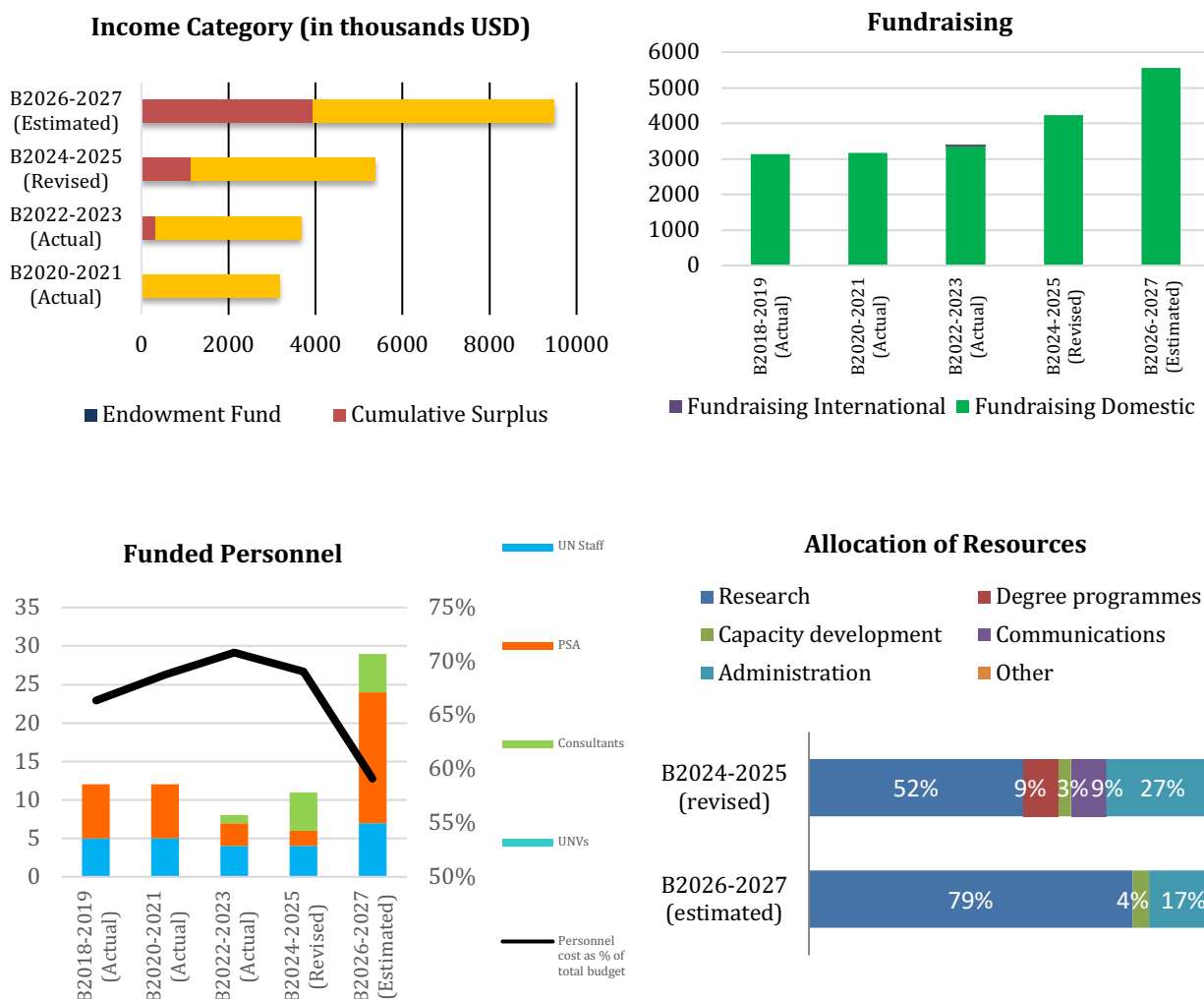
UNU- INRA plans to strengthen partnerships with relevant partners on the African continent to nurture South-South collaboration as well as make efforts to expand to the Global North and the UN system.

### **Impact**

In terms of impact, the Institute plans to expand into new research topics –critical minerals; just transitions; land-based ecosystem management incl. food security; blue economy; climate induced peace and security, migration – by engaging notably AU and ECA and drawing on key resources (IAB members, rector, vice-rector), and existing partners within UN(U) and the private sector.

## UNU-INWEH Programme and Budget B2026-2027

UNU-INWEH addresses critical global security and development challenges at the intersection of water, environment, and health by synthesizing science, conducting targeted research, and implementing scalable solutions. It supports UN Member States, especially in the Global South, in achieving water, environment and health related SDGs, driving innovative solutions that strengthen governance, enhance resilience, and promote sustainable development.



## Targeted Sustainable Development Goals and Major Policy Processes

UNU-INWEH contributes directly to all targets of SDG 6 (water and sanitation for all) and contributes to SDG 3 (health), SDG 5 (gender equality), SDG 11 (resilient communities), SDG 13 (climate action), SDG 15 (life on land), SDG 16 (peace, justice and strong institutions) and SDG 17 (partnerships for goals).

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), UN's Coalition on Sand and Dust Storms, and with global partnerships and networks, such as the Global Framework for Action against Water Scarcity (WASAG), Climate and Clean Air Coalition (CCAC), the Groundwater Solutions Initiatives for Policy and Practice (GRIPP), and others.

## Research Programmes

| Programme Name                                 | Theme(s)                       | Personnel    | USD (thousands) |
|--|--------------------------------|--------------|-----------------|
| <b>Water, Ecosystems and Human Development</b> | Climate Change and Environment | 11 personnel | 2,100           |

UNU-INWEH's research program covers a range of pressing water, environmental, and health challenges through transformative research, policy engagement, and capacity building, driving innovative solutions that strengthen governance, enhance resilience, and promote sustainable development.

Its work is structured around five interconnected thematic areas integrating science, policy, and capacity building, we develop innovative solutions in water, environment, and health that enhance governance, improve resource management, strengthen resilience, and promote sustainable development. The work areas include: (1) Governance, Security and Justice; (2) Water, Energy, and Critical Minerals; (3) Food, Land, and Biodiversity; (4) WASH, Health, and Gender; and (5) Geospatial, Climate and Infrastructure Analytics.

### 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.

- 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.

|  |      |
|--|------|
| <b>Innovation and Programme Development Fund</b> | 1000 |
|--|------|

## Training, Teaching and Capacity Development Activities

Advocacy, training, and capacity development activities are integral parts of UNU-INWEH's work. Examples include (1) Joint graduate programs and degrees in partnership with UNU-INWEH led UNU Hubs and other partners; (2) 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, among others, while new courses are added to WLC as and when required; (3) training and capacity building activities associated with specific projects, for example training national stakeholders in the use of the SDG 6 Policy Support System and other tools that are produced by UNU-INWEH and targeted trainings on climate risk analysis and transboundary water management; (4) vibrant in-house internship programmes that is open to students anywhere in the world remotely. New capacity development initiatives such as Global Media Academy: Building Capacity on Global Water Challenges and the establishment of UNU Academy are in discussion.

## Collaboration Highlights

UNU-INWEH has established a strong record of collaboration with academic institutions, governments, UN agencies, and international organizations to advance water, environment, and health agendas. Among the highlights are the five UNU-INWEH-led UNU Hubs, including the first Hub in Africa and the Global South at the University of Pretoria. UNU-INWEH also continues its collaboration with UNODS to support UN Member States in the development and refinement of the SDG 6 Policy Support System (SDG-PSS), which has now entered its fifth phase. Other recent initiatives include a joint project with HEC Montréal to engage the media in raising awareness and building capacity on water and sustainability issues, as well as a landmark agreement with the Government of Tajikistan to strengthen policy-relevant research and capacity development in water, agriculture, biodiversity, and climate change. In addition, UNU-INWEH's longstanding cooperation with UNEP and UNECE has enabled joint projects on integrated policy approaches for the Rio Conventions, wastewater surveillance in Africa, and the water–energy–food nexus, thereby reinforcing the science–policy interface at both regional and global levels.

### **Academic Affiliation Agreements (AAA)**

UNU-INWEH uses AAA agreements to engage external researchers as Non-Resident Research Fellows to play key strategic role in leading project activities. They are being compensated through CTC contracts and the value of those contracts are included in the project budget. UNU-INWEH has a total of 39 AAAs categorized as Senior Research Fellows – 32, Fellow – 20 and Junior/Student – 5.

### **UNU Hub**

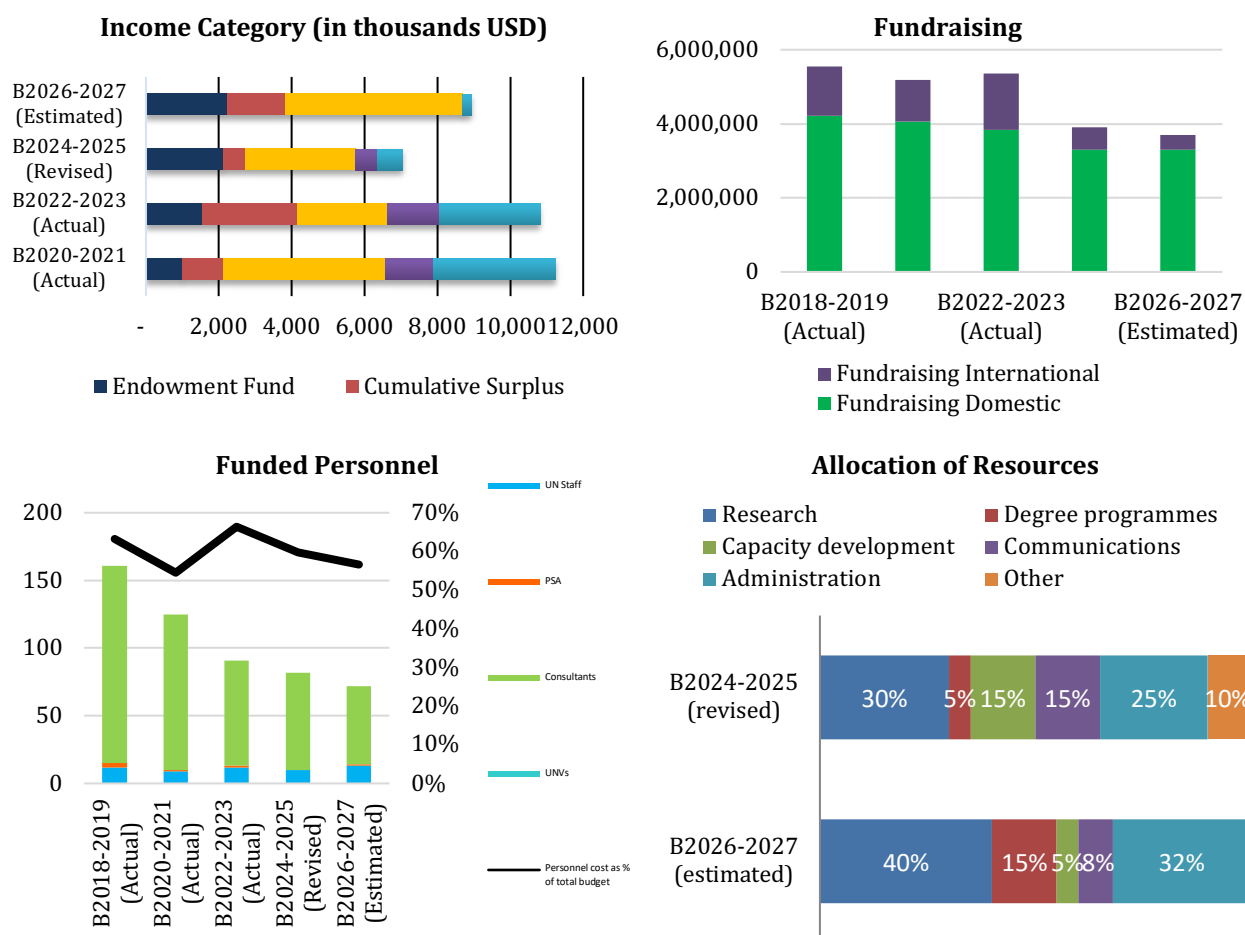
The UNU Hubs established in partnership with UNU-INWEH: the UNU Hub on Empowering Communities to Adapt to Environmental Change at the University of Calgary in Canada; the UNU Hub on Engineering to Face Climate Change at Hamburg University of Technology in Germany; the UNU Hub on Remote Sensing and Sustainable Innovations for Resilient Urban Systems (R-SIRUS) at the City College of New York in the United States; the UNU Hub on Water in a Changing Environment (WICE) at Lund University in Sweden; and the UNU Hub on Resilient Environment, Agriculture, Climate and Health for Africa (REACH-AFRICA) at the University of Pretoria's Future Africa Campus in South Africa—strengthen UNU's mission of fostering transformative knowledge and partnerships to address the world's interconnected crises.

### **Priority areas (Knowledge, Partnership, Impact)**

UNU-INWEH focuses on fostering innovation, strategic program and partnership development, and strengthening global donor relations to advance water security and sustainable development. It aims to identify and incubate transformative initiatives through innovative approaches, cross-sectoral collaboration, and technology integration. Its strategic priorities focus on bridging science and policy, strengthening institutional and community capacities—particularly in the Global South and Africa, through the UNU Hubs, its AAA network and other partnerships and collaborative initiatives. UNU-INWEH actively engages with bilateral and multilateral donors, UN agencies, and regional stakeholders to expand funding pipelines and align with global priorities. The Institute has also strengthened donor engagement, notably with the Government of Canada, leveraging core funding to scale its programs and engaging Canadian diplomats in global initiatives. This has resulted in the doubling of the Institute's core funding by the host government. Participation in international forums and policy dialogues ensures UNU-INWEH's visibility and influence in shaping relevant global agendas, including through targeted activities to promote gender equality and amplifying women's voices at the international fora. UNU-INWEH produces timely incident briefs and policy advice in response to emerging environmental crises, such as climate-related disasters, providing decision-makers with evidence-based recommendations. By building dynamic partnerships with governments, academia, NGOs, and the private sector enhances the Institute's global impact and catalyses inclusive, high-impact and inclusive programs.

## UNU-MERIT Programme and Budget B2026-2027

UNU-MERIT, a joint institute of the United Nations University and Maastricht University, conducts research and training exploring the social, political, and economic dimensions of science, technology, and innovation (STI), sustainable development and public policy. Through interdisciplinary research, it champions inclusive and sustainable development by informing policy, advancing education, and mobilizing actionable knowledge in line with the UN mission to promote global human welfare.



## Targeted Sustainable Development Goals and Major Policy Processes

Much of UNU-MERIT's work engages with SDG 9, especially contributing to research, training, and policy on responsible technological and broader innovation governance. These initiatives, such as the Global Complex Regime System of Artificial Intelligence Project or the Managing New Technologies Towards Inclusive Societies Initiative, bring together work on industry, innovation, and infrastructure with SDG 10 to engage a variety of actors on policy concerns. The work is brought to both academic and policy-oriented conferences, such as the upcoming AI for Good Summit.

Many of MERIT's projects engage with SDGs 8 and 10 to provide well-rounded policy insights and impact evaluations. The ongoing Evaluation of the UNICEF Afghanistan Mother and Child Cash Transfer Programme Project is a key example of the Institute's collaborative, commissioned work on social protection and policy evaluation. In a similar vein, MERIT has multiple ongoing projects surrounding labor markets, recruitment, and labor migration, seeking to provide policy evaluations and recommendations for decent work conditions and ethical recruitment practices. In sum, while MERIT engages with a wide variety of topics and policy evaluations, including gender mainstreaming, green and digital transitions, and many more, the core of the work remains in line with economics and innovation policy.

<sup>9</sup> 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.

## Research Programmes

| Programme Name   | Theme(s)                               | Personnel      | USD (thousands) |
|--|--|----------------|-----------------|
| <b>PHD Programme</b>   | Social Change and Economic Development | 1 personnel    | 1,058           |
| <p>The joint UNU-MERIT/Maastricht University PhD programme in Innovation, Economics, Governance and Sustainable Development trains researchers to tackle global challenges through rigorous, interdisciplinary, and actionable academic research. The programme combines academic excellence with policy relevance. PhD fellows study technology and governance roles in shaping SDGs relevant outcomes and developing evidence-based solutions for a sustainable future.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>• Development of globally engaged researchers equipped to influence policy and academic discourse in innovation, development, and public policy.</li> <li>• Strengthened research capacity in low- and middle-income countries through PhD fellowships, supervision, visiting programmes, and institutional partnerships.</li> </ul>   |  |                |                 |
| <b>UNESCO Chairs</b>   | Social Change and Economic Development | 1.5 personnel  | 184             |
| <p>The UNESCO Chair at UNU-MERIT strengthens Latin American science, technology, and innovation (STI) systems, via research, advanced training, and policy advice. It supports inclusive innovation, evidence-based policymaking, and regional capacity development by engaging policymakers, researchers, and business leaders. The Chair fosters regional STI networks promoting collaboration and sustainable development across the region.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>• Strengthened national and regional STI policies in Latin America through evidence-based research, capacity development, and advisory support—enabling governments to design inclusive innovation strategies aligned with the SDGs.</li> <li>• Enhanced STI education and institutional partnerships, fostering regional cooperation, postgraduate training, and South-South collaboration aligned with UNU's focus on inclusive STI ecosystems and impact-driven development.</li> </ul> |  |                |                 |
| <b>Capacity Development (CDO)</b>  | Social Change and Economic Development | 1.5 personnel  | 60              |
| <p>UNU-MERIT's Capacity Development Office (CDO) delivers career-enhancing training for policymakers and practitioners. Through executive courses, workshops, and advisory services, it builds skills in governance, policy analysis, and science, technology, and innovation. CDO programmes support SDGs by helping participants address complex global challenges, expand networks, and translate evidence into action for sustainable development.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>• Strengthened capacity of policymakers and practitioners to design and implement evidence-based policies aligned with the SDGs.</li> <li>• Expanded UNU-MERIT's global reach and impact by delivering tailored training and advisory services that address national and regional development challenges.</li> </ul>  |  |                |                 |
| <b>Development and Institutions</b>  | Social Change and Economic Development | 0.25 personnel | 257             |
| <p>This area explores the drivers and consequences of social and economic development, focusing on poverty, inequality and vulnerability amid limited resources and institutional capacity. It examines how policies, institutions, and actors—governments, households, firm shape development and distributional outcomes. Research spans labour markets, social protection, human capital, climate change, governance reform, and pathways for inclusive, sustainable development within global contexts.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>• Strengthened evidence-based policies and institutions that reduce poverty, inequality, and vulnerability, fostering inclusive and sustainable development pathways.</li> </ul>   |  |                |                 |



- Enhanced understanding of how social, economic, and governance structures interact to shape human development outcomes, informing effective interventions in diverse global contexts.

|  |  |               |     |
|--|--|---------------|-----|
| <b>MSc in Public Policy and Human Development</b>  | Social Change and Economic Development | 0.5 personnel | 44  |
| <p>The Master of Science in Public Policy and Human Development (MPP) is a one-year, dual degree programme offered jointly by UNU-MERIT and Maastricht University to a diverse international student body. It equips students with a solid foundation in policy analysis, economics, and governance, focusing on evidence-based policy-making and global development challenges.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>• Development of globally engaged academic professionals equipped to work as policymakers and policy advisors in governance, innovation, and development, and apply analytical tools for effective public policy in international and local contexts.</li> <li>• Enhanced policy capacity in public institutions and development agencies through alumni contributions and applied research projects.</li> </ul>  |  |               |     |
| <b>Knowledge and Technology Dynamics and Impacts</b>   | Social Change and Economic Development | 2 personnel   | 10  |
| <p>This programme addresses the interaction between emerging knowledge systems and technology, and societal transformations. It analyses STI dynamics and evolving education and skill systems. Investigating impacts on labour markets, governance structures, firm behaviour, and institutional performance, it includes mission-driven R&amp;D, smart specialisation strategies, industrial organisation, regional competitiveness, and the internationalisation of knowledge, identifying pathways for inclusive, sustainable development.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>• Generated policy-relevant knowledge on how emerging technologies and knowledge systems influence labour markets, institutional performance, and inclusive development.</li> <li>• Strengthened the global evidence based on innovation and education systems by producing high-impact research that informs national and international policy agendas.</li> </ul> |  |               |     |
| <b>Innovation and Programme Development Fund</b>   |  |               | 163 |

## Training, Teaching and Capacity Development Activities

UNU-MERIT offers a comprehensive portfolio of training, teaching, and capacity development activities across three core pillars. The Capacity Development Office (CDO) delivers executive training and advisory services to policymakers and practitioners worldwide, with programmes tailored to support evidence-based governance and the Sustainable Development Goals (SDGs). The PhD programme in Innovation, Economics, Governance and Sustainable Development, jointly run with Maastricht University, trains researchers to address complex global challenges through interdisciplinary, policy-relevant research. Meanwhile, the Master of Science in Public Policy and Human Development (MPP) equips students with theoretical foundations and practical skills to design, implement, and evaluate public policies. Jointly offered with Maastricht University's School of Business and Economics, the MPP combines classroom learning with applied research and professional development. Together, these programmes support UNU-MERIT's mission to advance inclusive development through education and knowledge mobilisation.

## Collaboration Highlights

UNU-MERIT is an active member of the Inter-Agency Task Team on ST&I for the SDGs and frequently delivers training sessions on STI policy and policy instruments for SDGs. Through its UNESCO Chair, UNU-MERIT actively collaborates with UN-ECLAC and the Inter-American Development Bank on policy advice. With UNICEF, UNU-MERIT is currently running two programmes on cash transfers and digital public goods. Together with WFP and UNHCR, UNU-MERIT is conducting an exploratory study to estimate and relate the costs and benefits of targeting humanitarian assistance.

### **AAA agreements**

Affiliated staff employed by Maastricht University, contributed to securing a USD 880,000 UNICEF project for UNU-MERIT through the institutional collaboration and AAA agreements in place.

The UNSECO chair of science for UNU-MERIT is invaluable for the name branding of UNU-MERIT.

A further affiliated researcher in South Africa is a valuable connection for UNU-MERIT to build a relationship and consider an Operating Unit with fellow researchers in South Africa.

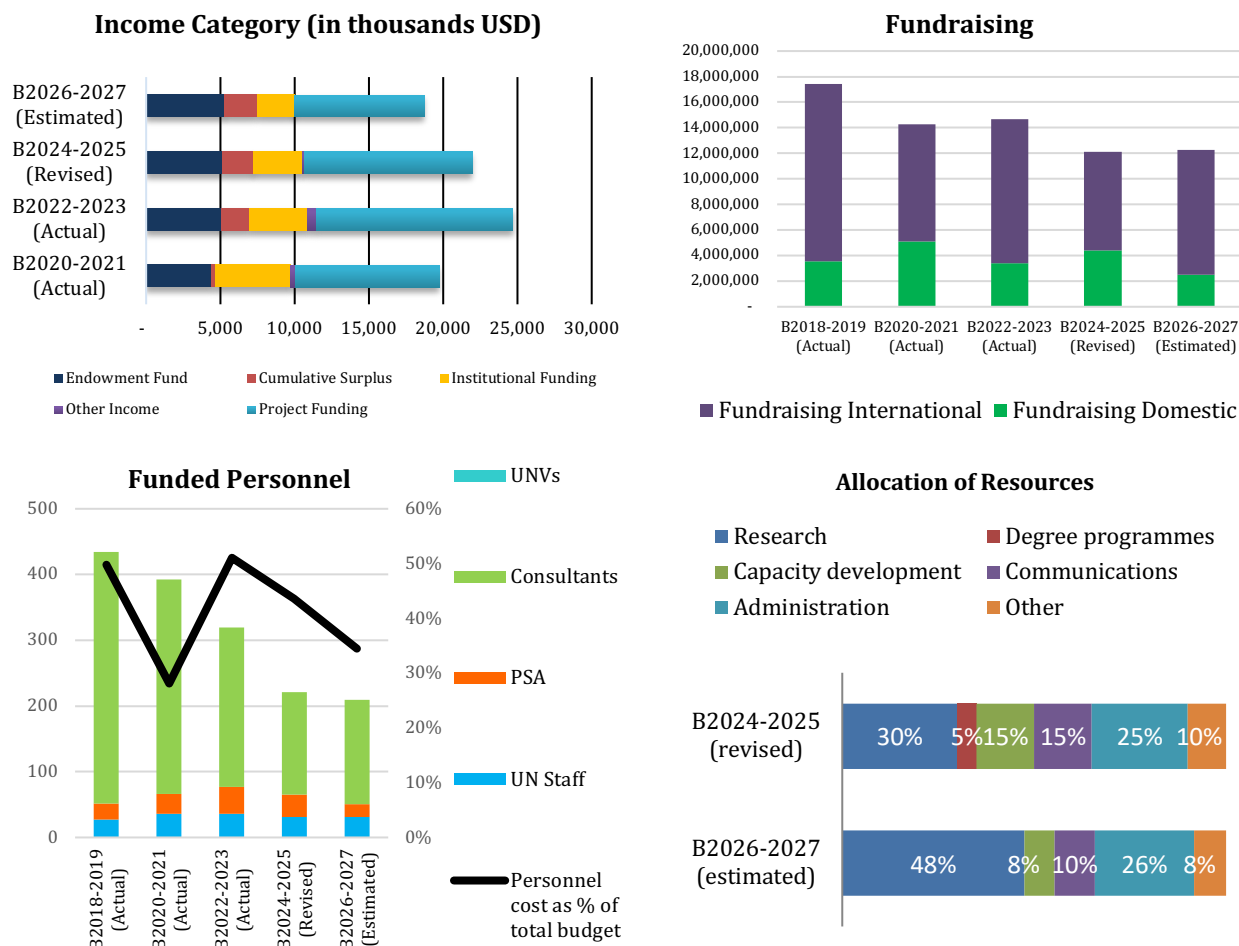
### **Priority areas (Knowledge, Partnership, Impact)**

Simultaneously, UNU-MERIT leverages its dual affiliation with UNU and Maastricht University to coordinate high-impact research, education and capacity development programmes, including the Master of Public Policy and Human Development (MPP), the PhD programme in Innovation and Sustainable Development, and the executive training portfolio led by the Capacity Development Office (CDO). Each programme incorporates external partnerships, policy engagement, and knowledge transfer as part of its design and delivery.

Through the KMU and newly formalised coordination mechanisms with SBE and UNU headquarters, UNU-MERIT will deliver its reporting obligations (to the IAB, Rector's Office, Council, and host country), strengthen its project pipeline, and reinforce its contribution to UN system knowledge leadership. All activities will be guided by the new UNU-UM Collaboration Agreement, which embeds joint accountability and ensures that UNU-MERIT's work remains strategically aligned, operationally efficient, and globally visible.

## UNU-WIDER Programme and Budget B2026-2027

UNU-WIDER is a global development economics research institute dedicated to reducing inequality, promoting sustainable peace, and creating fiscal space for development. Operating as a UN agency, think tank, and research institute, UNU-WIDER collaborates with institutions across all world regions to co-create knowledge, inform policy, build capacity, and support inclusive, evidence-based approaches to addressing the world's most pressing development challenges.



## Targeted Sustainable Development Goals and Major Policy Processes

UNU-WIDER's 2024–2027 work programme actively supports SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities), SDG 16 (Peace, Justice and Strong Institutions), and SDG 17 (Partnerships for the Goals). Its research focuses on reducing inequality, building sustainable peace in conflict-affected societies, and expanding fiscal space for development. Through programmes such as SA-TIED in South Africa and IGM in Mozambique, UNU-WIDER works with national governments and local universities to build capacity for evidence-based policymaking. In several countries, the Institute collaborates with governments in using administrative tax data and microsimulation models—critical tools for shaping equitable fiscal and social protection policies.

UNU-WIDER also plays a significant role in multilateral processes. Its research informs global debates on international tax reform, debt sustainability, and green transitions, with direct engagement at forums like the OECD, COP30, and the 4th International Conference on Financing for Development. Furthermore, UNU-WIDER supports Global South voices in shaping global economic governance through its collaborations with UNDP, UN DESA, and regional bodies like ECLAC. By bridging local policy relevance and global discourse, UNU-WIDER exemplifies how academic research can advance the 2030 Agenda through practical, inclusive, and forward-looking solutions.

## Research Programmes<sup>9</sup>

| Programme Name  | Theme(s)                        | Personnel    | USD (thousands) |
|---|---------------------------------|--------------|-----------------|
| <b>Creating the fiscal space for development</b><br>UNU-WIDER's fiscal space research focuses on strengthening tax and benefit systems and reforming global financial structures to support Sustainable Development Goals in the Global South. It combines research on taxation, social protection, and financial architecture with capacity development for sub-Saharan African revenue authorities. The work promotes fairer fiscal systems, improved governance, and strategies for domestic revenue mobilization. | Economic and social development | 10 personnel | 4,201           |
| <i>Performance Measure(s)</i> <ul style="list-style-type: none"> <li>Changes of understanding and problem recognition around the fiscal space challenges of the Institute's stakeholders.</li> <li>An extended 'toolbox' of policy analysis, evidence, and data that is being used by the stakeholders to improve policies.</li> </ul>  |                                 |              |                 |
| <b>Building Sustainable Peace</b><br>UNU-WIDER's conflict-to-cohesion research explores how poverty, state building, and resilience intersect in conflict-affected settings. It aims to close the development gap between peaceful and fragile states by informing policy for inclusive peace. Through research, dialogue, and capacity development, it supports social cohesion, stronger institutions, and improved use of aid to protect vulnerable populations and sustain peace.                                 | Peace and Security              | 4 personnel  | 380             |
| <i>Performance Measure(s)</i> <ul style="list-style-type: none"> <li>Changes of understanding and problem recognition around the fiscal space challenges of the Institute's stakeholders.</li> <li>How the stakeholders contribute forward-looking ideas and thought-leadership for positive influence and change in their settings.</li> </ul>   |                                 |              |                 |
| <b>Reducing Inequalities</b><br>UNU-WIDER's inequality research addresses persistent disparities in income, wealth, and opportunities. It examines inequality's causes and consequences, including links to conflict, instability, and climate change. The programme promotes policies for inclusive growth, focusing on gender, wealth distribution, and social mobility, while strengthening data systems and supporting Global South researchers to ensure context-specific, evidence-based solutions.             | Economic and social development | 5 personnel  | 680             |
| <i>Performance Measure(s)</i> <ul style="list-style-type: none"> <li>Changes of understanding and problem recognition around the fiscal space challenges of the Institute's stakeholders.</li> <li>How the stakeholders contribute forward-looking ideas and thought-leadership for positive influence and change in their settings.</li> </ul>   |                                 |              |                 |

<sup>9</sup> 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.

|   |                                 |              |       |
|---|---------------------------------|--------------|-------|
| <b>Knowledge Mobilization</b>   | Economic and social development | 5 personnel  | 1,289 |
| <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 development initiatives.</p> <p><i>Performance Measure(s)</i></p> <ul style="list-style-type: none"> <li>• The stakeholders' use of their expanded capacities and skills for research and policy analysis in their own respective settings.</li> <li>• How the stakeholders contribute forward-looking ideas and thought-leadership for positive influence and change in their setting.</li> </ul>                 |                                 |              |       |
| <b>Country Programmes</b>   | Economic and social development | 15 personnel | 4,543 |
| <p>UNU-WIDER operates country programmes where 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"> <li>• An extended 'toolbox' of policy analysis, evidence, and data that is being used by the stakeholders to improve policies.</li> <li>• The stakeholders' use of their expanded capacities and skills for research and policy analysis in their own respective settings.</li> </ul> |                                 |              |       |
| <b>Innovation and Programme Development Fund</b>  |                                 |              | 160   |

## Training, Teaching and Capacity Development Activities

UNU-WIDER advances capacity development through four key avenues: engaging Global South and early-career researchers in knowledge creation; co-creating research via global partnerships; offering professional development opportunities; and embedding short-term training within projects. The Institute emphasizes knowledge exchange over one-way transfer, fostering collaboration among individuals with diverse expertise. A core objective is to mainstream the participation of researchers from the Global South—particularly those based in least developed countries—into UNU-WIDER's projects. Notably, these efforts are often not explicitly labeled as "capacity development" to avoid reinforcing outdated, one-directional models of knowledge sharing. Instead, all researchers are engaged equally in collaborative processes. This inclusive approach can affect research quality and publication outcomes, requiring a careful balance. It also places greater mentorship responsibilities on in-house researchers, who are expected to provide ongoing support to project collaborators. Overall, UNU-WIDER's approach positions capacity development as an integrated, mutual process rooted in shared research goals.

## Collaboration Highlights

UNU-WIDER has been collaborating with UNU-CPR in the area of international economic governance research and has been exploring collaborations with UNU-IAS and UNU-EHS in environmental economics and on COP. UNU-WIDER has regular engagements in its projects with UNU-MERIT.

UNU-WIDER collaborates with UN DESA on the World Social Report 2025, with the World Bank on the 2026 Poverty and Fragility Report, with UNDP in the area of taxation research and capacity building, just to name a few UN bodies. The institute has further been engaging actively in the process around the 4th International Conference on Financing for Development (FfD4) and is collaborating with UN-OHRLLS on the LDC Future Forum and the monitoring of the Doha Programme of Action.

## Academic Affiliation Agreements (AAA)

UNU-WIDER uses AAA agreements to engage external researchers as Non-Resident Senior Research Fellows to play a key strategic role in leading project activities. They are being compensated through CTC contracts and the value of those contracts are included in the project budgets presented in this biennium budget.

### **Priority areas (Knowledge, Partnership, Impact)**

UNU-WIDER's budget supports rigorous, policy-relevant research aligned with its thematic priorities—inequality, conflict, and fiscal space—while embedding cross-cutting themes like climate change, gender equality, and data for development. This knowledge base is amplified through strong collaborations with academic and policy institutions in the Global South, ensuring that outputs are not only globally relevant but locally grounded.

Capacity development is embedded across all projects, leveraging partnerships to foster mutual learning rather than one-way knowledge transfer. Through targeted training, mentorship, and inclusive research design, UNU-WIDER empowers early-career and Global South researchers, directly enhancing national policy capabilities. The Institute also invests in co-created outputs, open-access data platforms, and dynamic policy engagement formats, which increase accessibility and uptake by stakeholders.

In parallel, UNU-WIDER maintains trusted, long-term country partnerships (e.g., in Mozambique and South Africa) and contributes to global forums such as the World Social Summit, OECD, and UN Financing for Development processes. This integrated approach—linking evidence to action and building institutional capacity—ensures that UNU-WIDER's use of its budget through knowledge and partnerships produces scalable, sustainable development impact.

## UNU Centre: Office of the Rector and Vice-Rectorate in Europe Programme and Budget B2026-2027

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) |
|--------------------------|---------------------------------|-----------------|
| <b>Student Workshops</b> | Economic and social development | 233             |

The Rector's Office conducts student workshops providing introductory courses to high school and university students on the United Nations system, sustainable development, and in-depth interactive exercises simulating UN Security Council and other UN system engagements.

### *Performance Measure(s)*

- Holding at least five student workshops per year.
- Teaching a total of at least 200 students per year.
- Signing of at least 2 long-term multi-year agreements with partner organisations.
- An average satisfaction rate of 80 per cent or higher among students surveyed after participating in workshops.

|                           |  |     |
|---------------------------|--|-----|
| <b>Speakers Programme</b> | Peace and Security<br>Social Change and Economic Development<br>Climate Change and Environment | 259 |
|---------------------------|--|-----|

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.

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.

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**Projects at UNU-VIE**

Environment, Climate and Energy

480

UNU-VIE supports the UNU Rector in the establishment of new UNU institutes as well as in the development/enhancement of strategic partnerships, and intra-UNU as well as inter-UN collaboration. UNU-VIE also supports UNU's response to requests for policy advice from the Executive Office of the UN Secretary-General and other UN Secretariat entities, UN Agencies, Funds and Programmes, as requested. UNU-VIE's projects include the Pan-African Cooperation and Educational Technologies programme (PACET), stakeholder outreach, and policy advice.

PACET aims to strengthen the research, educational and institutional capacities of UNU-VIE in the Global South, building on prior experience and existent networks in Africa to foster cooperation between UNU and African institutions in higher education, research, policy and practice, particularly within the framework of the Agenda 2063 of the African Union and the SDGs. PACET contributes to the fulfilment of UNU-VIE's mandate with regard to research on UN priorities and cutting-edge and globally relevant research topics currently not addressed by any other UNU institute.

*Performance Measure(s)*

- PACET: Strengthening the research profile of PACET with regard to the water-energy-food nexus within the context of climate change; strengthening the institutional and technical capacity building of countries in the Global South in UNFCCC reporting processes; and generating research relevant for sustainable development in Africa.
- The identification of potential locations for the possible establishment of UNU institutes on topics aligned with the overall UNU strategy; the establishment of new partnerships and strengthening of existent ones; and the enhancement of UNU's policy relevance and uptake by advising UNFCCC, UNCCD, and UNDRR, amongst others

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**Innovation and Programme Development Fund**

490

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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 fulfilment of the SDGs, for example via particular memberships of boards and at speaking engagements.



## **Capacity Development and Degree Programme Activities**

The Rector's Office Student Workshops directly build capacity among the youth by provide introductory seminars and courses on UNU and the broader UN system. Students who attend the workshops receive lectures from senior UN officials on the work of the United Nations. They further undertake in-depth simulation exercises, modelling real life current and historical cases at the UN Security Council and other UN system entities. Students who complete the workshops leave with a deeper understanding of the United Nations and sustainable development.

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 bienium 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**

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.

Externally, the Vice-Rectorate in Europe works with other UN bodies including the UNFCCC, UNCCD, UNDRR, UNDP and WMO.

## V. Summative Work Programme Tables and Graphs B2026-2027

### Work Programme B2026-2027 by UNU Institute

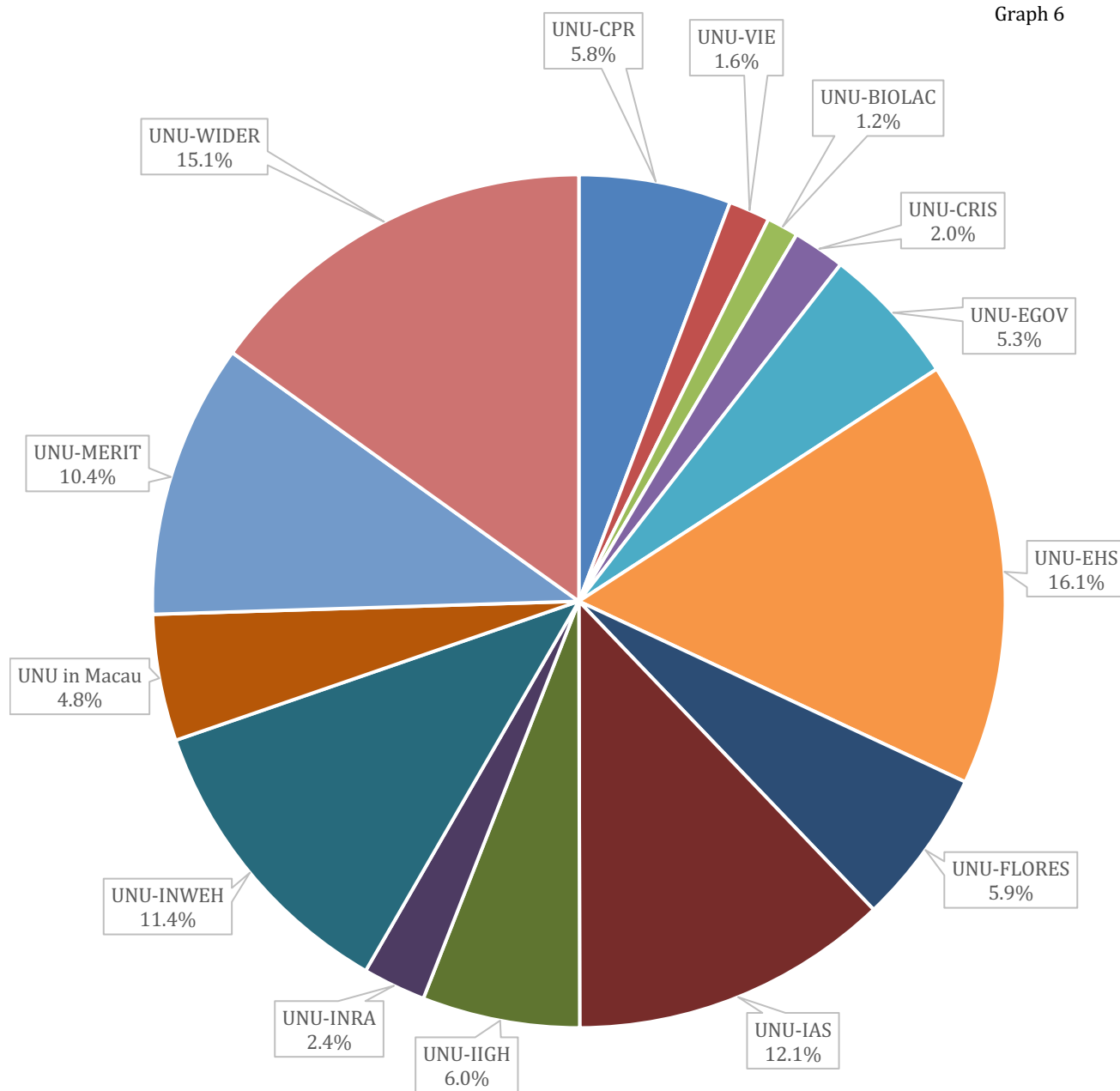
| Table<br>17  | UNU Entity<br>(All figures in<br>thousands of USD)   |   | Research Programmes  | Financing<br>(USD<br>'000) |
|--------------|--|---|--|----------------------------|
| 7 Programmes | <b>UNU-MERIT</b><br><br>UNU Maastricht<br>Economic and Social<br>Research Institute on<br>Innovation and<br>Technology | 1 | PHD Programme  | 1,058                      |
|              |  | 2 | UNESCO Chairs  | 184                        |
|              |  | 3 | Capacity Development (CDO)   | 60                         |
|              |  | 4 | Development and Institutions   | 10                         |
|              |  | 5 | MSc in Public Policy and Human Development   | 44                         |
|              |  | 6 | Knowledge and Technology Dynamics and Impacts  | 10                         |
|              |  | 7 | Sustainable Transformations  | 10                         |
|              |  |   | Innovation and Programme Development Fund  | 163                        |
|              |  |   | <b>Total</b>   | <b>1,539</b>               |
| 6 Programmes | <b>UNU-EHS</b><br>UNU Institute for<br>Environment and<br>Human Security   | 1 | Institutional Development  | 164                        |
|              |  | 2 | VARMAP   | 703                        |
|              |  | 3 | MCII   | 2,459                      |
|              |  | 4 | Environmental Vulnerability and Ecosystem Services (EVES)  | 445                        |
|              |  | 5 | Global Mountain Safeguard Research (GLOMOS)  | 787                        |
|              |  | 6 | Urban Futures and Sustainability Transformation (FAST)   | 1,106                      |
|              |  |   | Innovation and Programme Development Fund  | 1,367                      |
|              |  |   | <b>Total</b>   | <b>7,031</b>               |
|              | <b>UNU In Macau</b>  | 1 | AI Econ Simulator  | 80                         |
|              |  | 2 | Research on Artificial Intelligence as Public Goods (AIPG)   | 176                        |
|              |  | 3 | Research on Women Peace and Cybersecurity in Asia and the Pacific                                    | 23                         |
|              |  | 4 | Education and Training Programme   | 102                        |
|              |  | 5 | Research on Women Peace and Cybersecurity in Asia and the Pacific                                    | 62                         |
|              |  | 6 | Examining the Interrelationships between the Global Digitalization Index (GDI) and Human Development | 30                         |
|              |  |   | Innovation and Programme Development Fund  | 20                         |
|              |  |   | <b>Total</b>   | <b>493</b>                 |
|              | <b>UNU-IAS</b><br>UNU Institute for the<br>Advanced Study of<br>Sustainability   | 1 | Biodiversity and Society   | 1,173                      |
|              |  | 2 | Water and Resource Management  | 100                        |
|              |  | 3 | Innovation and Education   | 724                        |
|              |  | 4 | Postgraduate Degree and Training Programme   | 3,364                      |
|              |  | 5 | Strategic Programme  | 1,277                      |
|              |  | 6 | Operational Unit Ishikawa/Kanazawa OUIK  | 973                        |
|              |  |   | Innovation and Programme Development Fund  | 130                        |
|              |  |   | <b>Total</b>   | <b>7,741</b>               |
|              | <b>UNU-IIGH</b><br>UNU International<br>Institute for Global<br>Health   | 1 | Power and Accountability   | 554                        |
|              |  | 2 | Gender Equity and Intersectionality  | 261                        |
|              |  | 3 | Digital Health Security and Governance   | 100                        |
|              |  | 4 | Climate Justice and Determinants of Health   | 218                        |
|              |  | 5 | PhD Fellowship   | 30                         |

|                     |  |          |   |               |
|---------------------|--|----------|---|---------------|
|                     |  | <b>6</b> | Capacity Development  | 22            |
|                     |  |          | Innovation and Programme Development Fund                                       | 68            |
|                     |  |          | <b>Total</b>  | <b>1,253</b>  |
| <b>5 Programmes</b> | <b>UNU-WIDER</b><br>UNU World Institute for Development Economics Research                       | <b>1</b> | Creating the fiscal space for development                                       | 4,201         |
|                     |  | <b>2</b> | Building Sustainable Peace  | 380           |
|                     |  | <b>3</b> | Reducing Inequalities   | 680           |
|                     |  | <b>4</b> | Knowledge Mobilization  | 1,289         |
|                     |  | <b>5</b> | Country Programmes  | 4,543         |
|                     |  |          | Innovation and Programme Development Fund                                       | 160           |
|                     |  |          | <b>Total</b>  | <b>11,253</b> |
| <b>4 Programmes</b> | <b>UNU-Centre/Office of the Rector</b>   | <b>1</b> | CEB   | 150           |
|                     |  | <b>2</b> | Speakers Programme  | 259           |
|                     |  | <b>3</b> | RO Student Workshops  | 233           |
|                     |  | <b>4</b> | PACET (Pan African Cooperation and Educational Technologies) at VIE             | 480           |
|                     |  |          | Innovation and Programme Development Fund                                       | 490           |
|                     |  |          | <b>Total</b>  | <b>1,612</b>  |
| <b>3 Programmes</b> | <b>UNU-CPR</b><br>UNU Centre for Policy Research   | <b>1</b> | Conflict Prevention and Sustaining Peace  | 471           |
|                     |  | <b>2</b> | Equitable Development   | 1,049         |
|                     |  | <b>3</b> | Anticipatory Action and Innovation  | 222           |
|                     |  |          | Innovation and Programme Development Fund                                       | 50            |
|                     |  |          | <b>Total</b>  | <b>1,792</b>  |
|                     | <b>UNU-INRA</b><br>UNU Institute for Natural Resources in Africa                                 | <b>1</b> | Transition towards Land-based Ecosystems Management (AFOLU)                     | 149           |
|                     |  | <b>2</b> | Producing knowledge for natural Resource Governance                             | 454           |
|                     |  | <b>3</b> | Technical innovation systems – shifting focus to clean energy and green economy | 798           |
|                     |  |          | Innovation and Programme Development Fund                                       | 33            |
|                     |  |          | <b>Total</b>  | <b>1,434</b>  |
|                     | <b>UNU-CRIS</b><br>UNU Institute on Comparative Regional Integration Studies                     | <b>1</b> | Regional Integration Knowledge System   | 44            |
|                     |  | <b>2</b> | Regional Public Goods   | 261           |
|                     |  | <b>3</b> | Capacity Development  | 50            |
|                     |  |          | Innovation and Programme Development Fund                                       | 232           |
|                     |  |          | <b>Total</b>  | <b>587</b>    |
| <b>2 Programmes</b> | <b>UNU-EGOV</b><br>UNU Operating Unit on Policy-Driven Electronic Governance                     | <b>1</b> | Digital transformation for better governance and sustainable development        | 128           |
|                     |  | <b>2</b> | Community building and institutional development                                | 309           |
|                     |  |          | Innovation and Programme Development Fund                                       | -             |
|                     |  |          | <b>Total</b>  | <b>437</b>    |
|                     | <b>UNU-FLORES</b><br>UNU Institute for Integrated Management of Material Fluxes and of Resources | <b>1</b> | Research and Innovation Development   | 1124          |
|                     |  | <b>2</b> | Education and Capacity Development  | 216           |
|                     |  |          | Innovation and Programme Development Fund                                       | 20            |
|                     |  |          | <b>Total</b>  | <b>1,360</b>  |
| <b>1 Programme</b>  | <b>UNU-BIOLAC</b><br>UNU Biotechnology Programme for Latin America and the Caribbean             | <b>1</b> | Biotechnology and Development   | 1,076         |
|                     |  |          | Innovation and Programme Development Fund                                       | 100           |
|                     |  |          | <b>Total</b>  | <b>1,176</b>  |
|                     |  | <b>1</b> | Water, Environment, Climate Change and Energy                                   | 2,100         |

|  |   |  |              |
|--|---|--|--------------|
|  | <b>UNU-INWEH</b><br><br>UNU Institute for<br>Water, Environment<br>and Health | Innovation and Programme Development Fund` | 1,000        |
|  |   | <b>Total</b>                               | <b>3,100</b> |

## Share of Expenditure for Academic Activities by UNU Institute B2026-2027

Graph 6



## Internal Collaboration Matrix B2026-2027

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

| UNU Internal Collaboration Matrix | 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                        |            |         |          |        |         |          |            |         |          |          |           |           |           |         |
| UNU-CPR                           |            |         |          | X      |         |          | X          |         |          |          |           |           | X         | X       |
| UNU-CRIS                          |            | X       |          | X      | X       | X        | X          | X       |          |          |           | X         |           |         |
| UNU Macau                         |            | X       |          |        | X       | X        |            | X       | X        |          |           | X         | X         |         |
| UNU-EHS                           |            |         |          |        |         | X        | X          |         | X        |          |           | X         |           | X       |
| UNU-EGOV                          |            |         |          |        |         |          |            |         | X        |          |           |           |           | X       |
| UNU-FLORES                        |            |         |          |        | X       |          |            |         | X        |          |           | X         |           | X       |
| UNU-IAS                           |            |         |          |        |         | X        |            |         | X        |          |           | X         |           | X       |
| UNU-IIGH                          |            |         |          |        | X       |          | X          |         |          |          |           |           |           |         |
| UNU-INRA                          | X          | X       | X        |        | X       |          | X          |         |          |          |           | X         | X         | X       |
| UNU-INWEH                         | X          |         |          |        | X       |          | X          |         | X        |          |           |           |           |         |
| UNU-MERIT                         |            |         |          |        | X       | X        | X          |         |          |          |           |           |           | X       |
| UNU-WIDER                         |            | X       |          |        | X       |          |            | X       |          |          |           | X         |           |         |
| UNU-VIE                           |            |         |          |        | X       |          | X          |         |          |          |           | X         |           |         |

## External Collaboration Matrix B2026-2027

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

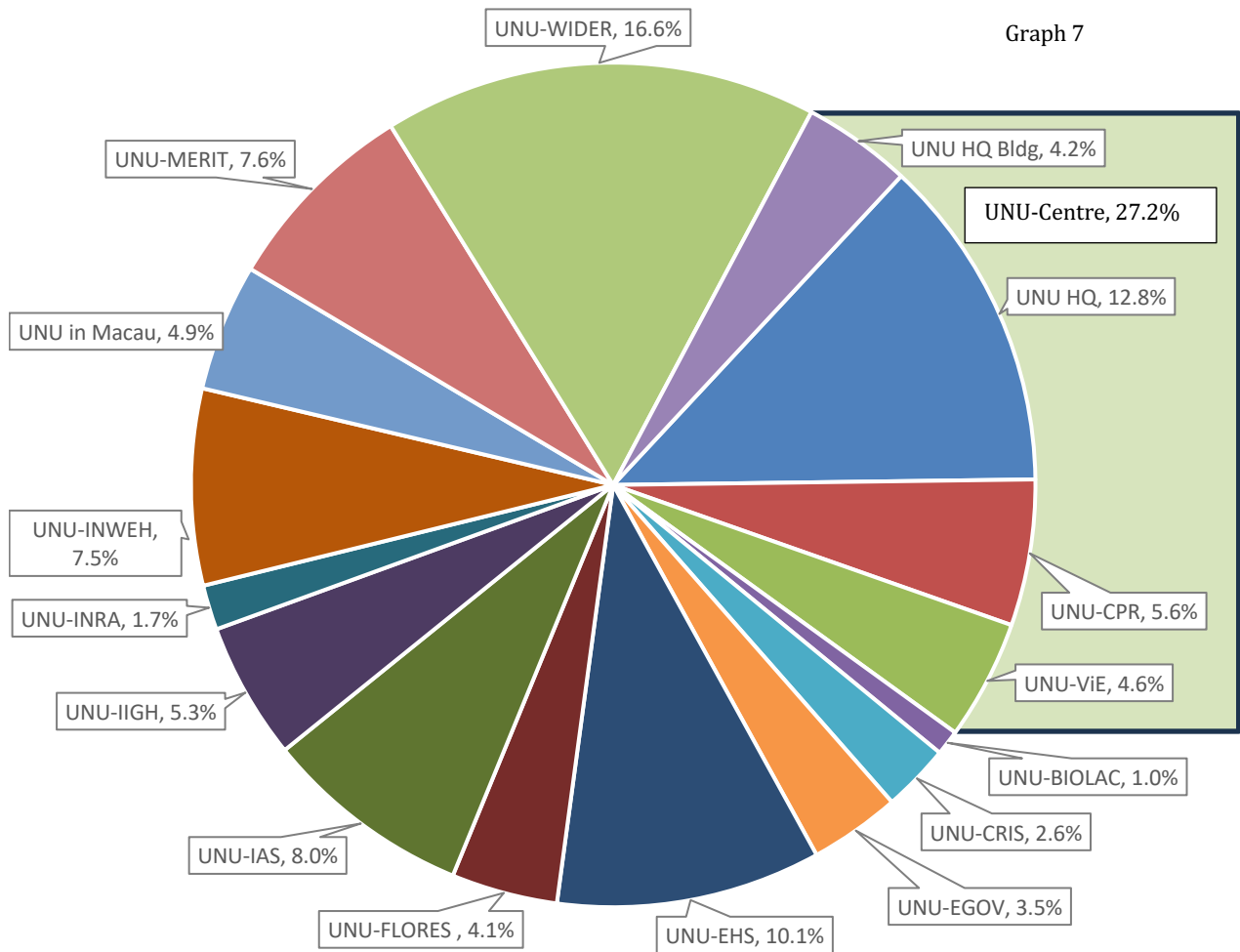
|          | UNU-<br>BIOLAC | UNU-CPR | UNU-<br>CRIS | UNU<br>Macau | UNU-EHS | UNU-<br>EGOV | UNU-<br>FLORES | UNU-IAS | UNU-<br>IIGH | UNU-<br>INRA | UNU-<br>INWEH | UNU-<br>MERIT | UNU-<br>WIDER | UNU-VIE |
|----------|----------------|---------|--------------|--------------|---------|--------------|----------------|---------|--------------|--------------|---------------|---------------|---------------|---------|
| ACET     |                |         |              |              |         | X            |                |         |              |              |               |               |               |         |
| AfDB     |                |         | X            | X            | X       |              |                |         |              | X            |               | X             | X             | X       |
| AERC     |                |         |              |              |         |              |                |         |              |              |               |               | X             |         |
| CBD      |                |         |              |              |         |              | X              | X       |              |              |               |               |               |         |
| CEB      |                | X       |              |              |         |              |                |         |              |              |               |               |               |         |
| CETIC.br |                |         |              |              |         | X            |                |         |              |              |               |               |               |         |
| DCO      |                |         |              |              |         | X            |                |         |              |              |               |               |               |         |
| FAO      | X              |         | X            |              | X       |              | X              | X       |              | X            | X             |               | X             | X       |
| GEF      |                |         |              |              |         |              | X              | X       |              |              |               |               |               |         |
| GIZ      |                |         |              |              |         | X            |                |         |              |              |               |               |               |         |
| IADB     |                |         |              |              | X       | X            |                |         |              |              |               | X             |               |         |
| IDRC     |                |         |              |              |         |              |                |         | X            |              |               |               |               |         |
| IFAD     |                |         |              |              |         |              |                |         |              | X            |               |               |               |         |
| IFRC     |                |         |              |              | X       |              |                |         |              |              |               |               |               |         |
| IGES     |                |         |              |              |         |              |                | X       |              |              |               |               |               |         |
| ILO      |                |         |              |              | X       | X            |                |         |              |              |               | X             | X             |         |
| IOM      |                | X       |              |              | X       |              |                |         |              |              |               | X             |               |         |
| IMF      |                |         |              |              |         |              |                |         |              |              |               |               | X             |         |
| IPCC     |                |         | X            |              | X       |              |                |         |              | X            |               |               |               |         |
| ITU      |                |         |              |              |         |              |                |         |              |              |               | X             |               |         |
| IsDB     |                |         |              |              |         | X            |                |         |              |              |               |               |               |         |
| ISSA     |                |         |              |              |         | X            |                |         |              |              |               |               |               |         |
| ITU      |                | X       |              |              |         | X            |                |         |              |              |               |               |               |         |
| IUCN     | X              |         | X            |              | X       |              |                | X       |              |              |               |               |               |         |
| IWMI     |                |         |              |              |         |              |                |         |              |              | X             |               |               |         |
| NIHR/UWC |                |         |              |              |         |              |                |         | X            |              |               |               |               |         |
| OECD     |                |         |              |              |         |              |                |         |              |              |               | X             | X             |         |
| OHCHR    |                | X       |              |              |         |              |                |         | X            |              |               |               |               |         |
| UNCCD    |                |         | X            |              | X       |              | X              | X       |              |              |               |               |               | X       |
| UNCTAD   |                |         |              |              |         |              |                | X       |              |              |               | X             | X             |         |
| UNDCO    |                | X       |              |              |         |              |                |         |              |              |               |               |               |         |
| UNDESA   |                | X       |              | X            |         | X            |                | X       |              |              |               | X             | X             |         |
| UNDP     | X              | X       |              |              | X       | X            | X              | X       | X            | X            |               | X             | X             | X       |
| UNDPA    |                | X       |              |              |         |              |                |         |              |              |               |               |               |         |
| UNDPKO   |                | X       |              |              |         |              |                |         |              |              |               |               |               |         |
| UNECA    |                |         |              |              |         | X            |                |         |              | X            |               |               | X             | X       |
| UNECE    |                |         |              |              |         |              | X              |         |              |              | X             |               |               |         |
| UNECLAC  |                |         | X            |              |         |              |                |         |              |              |               | X             | X             |         |
| UNEOSG   |                | X       |              | X            |         |              |                |         |              |              |               |               |               |         |
| UNEP     |                | X       | X            |              | X       |              | X              | X       |              | X            | X             | X             |               | X       |
| UNESCAP  |                |         | X            |              |         | X            |                | X       |              |              |               |               | X             |         |

|                             |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
|-----------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| UNESCO                      | X |   |   |   | X | X | X | X |   |   |   | X |   | X |
| UNESCO-IFAP                 |   |   |   |   |   | X |   |   |   |   |   |   |   |   |
| UNESCO-IHP                  |   |   |   |   | X |   |   |   |   |   |   |   |   |   |
| UNESCWA                     |   |   | X | X |   | X | X |   |   |   |   |   | X | X |
| UNFCCC                      |   | X | X |   | X |   |   | X |   | X |   | X |   |   |
| UNFL                        |   | X |   |   |   |   |   |   |   |   |   |   |   |   |
| UNFPA                       |   |   |   |   |   |   |   |   | X |   |   |   |   |   |
| UNGA                        |   | X |   |   |   |   |   |   |   |   |   |   |   |   |
| UNGIS                       |   |   |   |   |   | X |   |   |   |   |   |   |   |   |
| UN-HABITAT                  |   |   |   |   |   | X |   |   |   |   |   |   |   |   |
| UN-HABITAT (HSP)            |   |   |   |   | X |   | X |   |   |   |   |   |   | X |
| UNHCR                       |   |   |   |   | X |   |   |   |   |   |   | X |   |   |
| UNICEF                      |   |   | X |   |   | X |   |   | X |   |   | X | X | X |
| UNIDO                       |   |   |   |   |   |   | X |   |   | X |   | X |   | X |
| UNIDR                       |   | X |   |   |   |   | X |   |   |   |   |   |   |   |
| UNSDR                       |   |   |   |   |   |   |   |   |   |   |   | X |   |   |
| UNITAR                      |   |   |   |   |   |   |   |   |   |   | X | X | X |   |
| UN OCHA                     |   |   |   |   |   |   |   |   |   |   |   | X |   | X |
| UNODC                       |   | X |   |   |   |   | X |   |   |   |   |   |   |   |
| UNODET                      |   | X |   |   |   |   |   |   |   |   |   |   |   |   |
| UNOICT                      |   | X |   |   |   |   |   |   |   |   |   |   |   |   |
| UNPBSO                      |   | X |   |   |   |   |   |   |   |   |   |   |   |   |
| UNRIC                       |   |   |   |   |   | X |   |   |   |   |   |   |   |   |
| UNSSC                       |   | X |   |   |   |   |   |   |   |   |   |   |   |   |
| UN-Water                    |   |   | X |   |   |   | X |   |   |   | X |   |   | X |
| UN Women                    |   | X |   | X |   |   |   |   | X |   |   |   |   | X |
| University of Calgary       |   |   |   |   |   |   |   |   |   |   | X |   |   |   |
| Lund University             |   |   |   |   |   |   |   |   |   |   | X |   |   |   |
| City University of New York |   |   |   |   |   |   |   |   |   |   | X |   |   |   |
| University of Hamburg       |   |   |   |   |   |   |   |   |   |   | X |   |   |   |
| WB                          |   | X |   |   |   | X | X |   |   | X |   | X | X |   |
| WFP                         |   |   |   |   |   |   |   |   |   | X |   | X | X |   |
| WHO                         |   |   | X |   |   |   | X |   | X |   |   | X |   |   |
| WIPO                        |   |   |   |   |   |   |   |   |   |   |   | X |   |   |
| WMO                         |   |   |   |   |   |   | X |   |   |   |   |   |   |   |
| WTO                         |   |   |   | X |   |   |   |   |   |   |   |   |   |   |
| AU                          |   |   |   |   |   |   |   |   |   |   |   |   |   | X |
| PAU                         |   |   |   |   |   |   |   |   |   |   |   |   |   | X |



## Expenditure Share by Budgetary Fund

117. Graph 7 illustrates UNU's total budgetary expenditure (USD 118.72 million) by budgetary fund share for B2026-2027.



# VI. Annexes

## Annex I: Summary Table of the UNU Budget Proposal for B2026-2027

| Cost Category                    | TOTAL          | CENTRE        |               |              |              | Institutes   |              |              |               |              |              |              |              |              |              |              |               | HQ Building  |
|----------------------------------|----------------|---------------|---------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------|
|                                  | UNU            | TOTAL Centre  | HQ            | CPR          | VIE          | BIOLAC       | CRIS         | EGOV         | EHS           | FLORES       | IAS          | IIGH         | INRA         | INWEH        | MACAU        | MERIT        | WIDER         |              |
| Academic Programme (Core Funded) | 10,230         | 588           | 538           | 50           | -            | 803          | 326          | 437          | 110           | 20           | 10           | 520          | 168          | 3,100        | 100          | 1,539        | 2,509         | -            |
| Staffing Table Costs             | 41,905         | 13,851        | 9,454         | 1,388        | 3,009        | -            | 1,935        | 1,463        | 2,418         | 2,447        | 1,084        | 2,840        | 450          | 2,368        | 2,970        | 3,987        | 5,353         | 739          |
| Other Personnel Costs            | 16,387         | 5,112         | 2,031         | 2,145        | 936          | 256          | 25           | 1,946        | 1,188         | 571          | 264          | 1,280        | 297          | 2,514        | 791          | 385          | 1,442         | 316          |
| General Expenses                 | 19,335         | 4,458         | 2,232         | 1,316        | 910          | 80           | 527          | 281          | 1,395         | 452          | 199          | 868          | 369          | 775          | 1,479        | 2,890        | 1,672         | 3,890        |
| <b>Total core fund</b>           | <b>87,857</b>  | <b>24,009</b> | <b>14,255</b> | <b>4,899</b> | <b>4,855</b> | <b>1,139</b> | <b>2,813</b> | <b>4,127</b> | <b>5,111</b>  | <b>3,490</b> | <b>1,557</b> | <b>5,508</b> | <b>1,284</b> | <b>8,757</b> | <b>5,340</b> | <b>8,801</b> | <b>10,976</b> | <b>4,945</b> |
| Specific Projects (SPC Funded)   | 30,492         | 3,322         | 998           | 1,742        | 582          | -            | 261          | -            | 6,920         | 1,340        | 7,731        | 733          | 753          | -            | 441          | 247          | 8,744         | -            |
| <b>GRAND TOTAL</b>               | <b>118,349</b> | <b>27,331</b> | <b>15,253</b> | <b>6,641</b> | <b>5,437</b> | <b>1,139</b> | <b>3,074</b> | <b>4,127</b> | <b>12,031</b> | <b>4,830</b> | <b>9,288</b> | <b>6,241</b> | <b>2,037</b> | <b>8,757</b> | <b>5,781</b> | <b>9,048</b> | <b>19,720</b> | <b>4,945</b> |

| Budget Financing                   | TOTAL          | CENTRE        |               |              |              | Institutes   |              |              |               |              |              |              |              |              |              |              |               | HQ Building  |
|------------------------------------|----------------|---------------|---------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------|
|                                    | UNU            | TOTAL Centre  | HQ            | CPR          | VIE          | BIOLAC       | CRIS         | EGOV         | EHS           | FLORES       | IAS          | IIGH         | INRA         | INWEH        | MACAU        | MERIT        | WIDER         |              |
| Income from Endowment Fund         | 35,910         | 14,219        | 11,219        | 3,000        | -            | 1,064        | -            | 100          | 249           | -            | 993          | 4,024        | 1,144        | -            | 4,316        | 2,236        | 5,294         | 2,271        |
| Cumulative Surplus Carried Forward | 14,138         | 2,715         | 984           | 1,731        | -            | 75           | 214          | 2,027        | -             | -            | -            | 1,425        | 74           | 3,205        | 413          | 1,671        | 2,180         | 139          |
| Institutional Fundraising          | 31,988         | 6,460         | 2,033         | -            | 4,427        | -            | 2,315        | 2,000        | 4,505         | 3,183        | -            | -            | -            | 5,552        | 593          | 4,875        | 2,505         | -            |
| PSC revenue                        | 3,002          | 615           | 19            | 168          | 428          | -            | -            | -            | 357           | 307          | 564          | 59           | 66           | -            | 18           | 19           | 997           | -            |
| Other Income                       | 2,819          | -             | -             | -            | -            | -            | 284          | -            | -             | -            | -            | -            | -            | -            | -            | -            | -             | 2,535        |
| <b>Total core fund</b>             | <b>87,857</b>  | <b>24,009</b> | <b>14,255</b> | <b>4,899</b> | <b>4,855</b> | <b>1,139</b> | <b>2,813</b> | <b>4,127</b> | <b>5,111</b>  | <b>3,490</b> | <b>1,557</b> | <b>5,508</b> | <b>1,284</b> | <b>8,757</b> | <b>5,340</b> | <b>8,801</b> | <b>10,976</b> | <b>4,945</b> |
| Project Fundraising b/f            | 4,533          | 640           | 319           | 321          | -            | -            | -            | -            | 1,502         | 165          | 1,185        | -            | 468          | -            | 242          | -            | 331           | -            |
| New Project Fundraising            | 25,959         | 2,682         | 679           | 1,421        | 582          | -            | 261          | -            | 5,418         | 1,175        | 6,546        | 733          | 285          | -            | 199          | 247          | 8,413         | -            |
| Total Project Fundraising          | 30,492         | 3,322         | 998           | 1,742        | 582          | -            | 261          | -            | 6,920         | 1,340        | 7,731        | 733          | 753          | -            | 441          | 247          | 8,744         | -            |
| <b>GRAND TOTAL</b>                 | <b>118,349</b> | <b>27,331</b> | <b>15,253</b> | <b>6,641</b> | <b>5,437</b> | <b>1,139</b> | <b>3,074</b> | <b>4,127</b> | <b>12,031</b> | <b>4,830</b> | <b>9,288</b> | <b>6,241</b> | <b>2,037</b> | <b>8,757</b> | <b>5,781</b> | <b>9,048</b> | <b>19,720</b> | <b>4,945</b> |

## Annex II: Responses to ACABQ recommendations

| Para.<br>(ACABQ<br>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.   | UNU has continued its efforts to engage with host countries and donors to strengthen support. These efforts have yielded concrete results in increased institutional funding for UNU-EHS and UNU-INWEH from their respective host country governments, and stable/increased funding for the majority of UNU institutes and UNU as a whole despite an unfavourable global funding environment and substantial funding cuts across the UN system.  |
| 9                          | The Advisory Committee notes the decentralized structure of UNU in terms of the management of the cumulative budget surpluses and underscores the importance of transparency, accountability and oversight by the UNU Council as regards authorization of related expenditures. In this regard, the Committee trusts that further clarification will be provided to the Council as to the delineation of the respective roles of the Council and entity heads on the management of cumulative surplus amounts, especially in situations of reduced estimated income. | During the 80th session, UNU Council was briefed on the defined roles in managing cumulative budget surpluses. Entity heads are responsible for executing the budget within the limits of authorized expenditures approved by the UNU Council. Any surpluses arising from budget execution are recorded as cumulative surpluses in the entity's accounts. However, the authority to allocate and utilize these surplus funds for future budgets is with the UNU Council.                                     |
| 14                         | With respect to the mobilization of resources, the Advisory Committee recalls its previous recommendation (AC/2182, para. 12), and notes with concern that fundraising resources are diminishing while a number of already established institutes at the University rely on fundraising for their continued operation. The Committee trusts that additional efforts will be made to ensure additional funding is mobilized to increase support to existing institutes.   | UNU has continued its fundraising efforts, resulting in notable new commitments for increased funding from the Governments of Germany and Canada. The Government of Italy has also pledged a contribution of USD 40 million to the UNU Endowment Fund for the establishment of a new UNU AI institute in Bologna, Italy, as well as EUR 2.5 million per year to cover operational expenditures of the institute for an initial period of 10 years. UNU AI is expected to commence its activities in H2 2025. |
| 15                         | The Advisory Committee also trusts that further explanation will be provided by the University to the Council regarding the treatment of interest income accrued from the initial contribution from the government of Algeria for the establishment of the institute, at the time of its consideration of the present report.  | During the 80th session, prior to the approval of the 2024–2025 Work Programme and Budget, UNU briefed the UNU Council on the treatment of interest income generated from the initial contribution by the Government of Algeria for the establishment of the institute. Following the briefing, the UNU revised the budget to exclude the use of this interest income, opting instead to continue reinvesting it into the endowment fund.  |
| 18                         | The Advisory Committee notes the increased vacancy rate since its previous report (see AC/2182, para. 18) and encourages the University to pursue all options to fill vacant posts   | UNU implemented the position management function in order to accurately have an oversight and monitoring of the utilization of the positions. Additionally, UNU has improved   |

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|    |  |  |
|----|--|--|
|    | expeditiously. The Committee also trusts that sufficiently detailed and regular reporting will be provided to the Council in respect of the use of FTA resources to temporarily fill PSA positions, both in the context of its review of the present report and in the next budget proposal. | the use of Roster Pool to speed up recruitment and lower the vacancy rate.<br>In August 2025, out of funded positions, 27 were vacant at a rate of 13.9 percent, down from 18.4 percent in July 2023 as reported in Annex III. |
| 20 | The Advisory Committee is of the opinion that attracting diverse talent from different geographical perspectives would positively impact the work of UNU and therefore encourages the University to improve the geographical diversity of its staff.   | UNU has developed Equitable Geographic Representation policy with specific action plans to improve the geographical diversity of its staff.  |

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**Annex III: UNU Staffing Table for Estimated B2026-2027**

\*/ 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 |       |          | Total Funded | Not Funded * |
|--|-----------------|--------------------|-------|----------|--------------|--------------|
|  |                 | Core               | SPC** | Core/SPC |              |              |
| <b>UNU CENTRE</b>  |                 |                    |       |          |              |              |
| USG Rector   | 1               | 1                  |       |          | 1            |              |
| <b>UNU Headquarters</b>  |                 |                    |       |          |              |              |
| <b>Office of the Rector</b>  |                 |                    |       |          |              |              |
| ASG Senior Vice-Rector   | 1               | 1                  |       |          | 1            |              |
| P-5 Chief of Staff   | 1               | 1                  |       |          | 1            |              |
| P-5 Legal Advisor  | 1               | 1                  |       |          | 1            |              |
| P-2 Programme Officer  | 1               | 1                  |       |          | 1            |              |
| GS-6 Senior Assistant to the Rector                                | 1               | 1                  |       |          | 1            |              |
| <b>UNU Council</b>   |                 |                    |       |          |              |              |
| NO-B Council and Administrative Officer                            | 1               | 1                  |       |          | 1            |              |
| <b>Office of Communications</b>                                    |                 |                    |       |          |              |              |
| P-4 Head of Communications   | 1               | 1                  |       |          | 1            |              |
| P-3 Senior Communications Officer (Lead Editor)                    | 1               | 1                  |       |          | 1            |              |
| NO-B Japan Communications Specialist                               | 1               | 1                  |       |          | 1            |              |
| GS-7 Visual Communications Associate                               | 1               | 1                  |       |          | 1            |              |
| <b>Campus Computing Centre (C3)</b>                                |                 |                    |       |          |              |              |
| D-1 Chief of Information Technology and Director                   | 1               | 1                  |       |          | 1            |              |
| P-4 ICT Manager  | 1               | 1                  |       |          | 1            |              |
| P-2 ICT Development and Operations Manager                         | 1               | 1                  |       |          | 1            |              |
| GS-7 Lead Software Solutions Engineer                              | 1               | 1                  |       |          | 1            |              |
| GS-6 Software Solutions Engineer                                   | 1               | 1                  |       |          | 1            |              |
| <b>Administration</b>  |                 |                    |       |          |              |              |
| D-2 Director of Administration                                     | 0.8             | 0.8                |       |          | 0.8          |              |
| <b>Operations Services (Tokyo)</b>                                 |                 |                    |       |          |              |              |
| NO-B Operation Services Manager                                    | 1               | 1                  |       |          | 1            |              |
| GS-5 Procurement and Administrative Assistant                      | 1               | 1                  |       |          | 1            |              |
| <b>Global Business Services</b>                                    |                 |                    |       |          |              |              |
| <b>Finance and Operations</b>                                      |                 |                    |       |          |              |              |
| 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            |              |
| GS-4 Travel Coordinator  | 1               | 1                  |       |          | 1            |              |
| <b>Human Resources</b>   |                 |                    |       |          |              |              |
| P-4 Chief of 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                                     | 2               | 2                  |       |          | 2            |              |
| GS-5 Human Resources Assistant                                     | 1               | 1                  |       |          | 1            |              |
| <b>UNU-Centre Total</b>  | <b>37.8</b>     | <b>37.8</b>        |       |          | <b>37.8</b>  |              |

### Annex III: UNU Staffing Table for Estimated B2026-2027 (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** | Core/SPC | Total Funded |
| UNU Centre for Policy Research (UNU-CPR)                             |   |                 |                    |       |          |              |
| D-2  | Director  | 1               |                    |       | 1        |              |
| D-1  | Head of Office - CPR Geneva   | 1               |                    |       | 1        |              |
| D-1  | Director of Programmes  | 1               |                    |       |          | 1            |
| P-5  | Operations Specialist   | 1               |                    |       | 1        |              |
| UNU-CPR Total  |   | 4               |                    |       | 3        | 1            |
| UNU Paris Office   |   |                 |                    |       |          |              |
| D-1  | Director of UNU Paris Office  | 1               | 1                  |       |          | 1            |
| UNU Paris Office Total   |   | 1               | 1                  |       |          | 1            |
| UNU Operating Unit on Policy-Driven Electronic Governance (UNU-EGov) |   |                 |                    |       |          |              |
| D-1  | Director  | 1               | 1                  |       |          | 1            |
| P-4  | Research Specialist   | 1               | 1                  |       |          | 1            |
| P-4  | e-Governance Specialist   | 1               | 1                  |       |          | 1            |
| P-3  | Head of Administration  | 1               | 1                  |       |          | 1            |
| GS-4   | Finance Assistant   | 1               | 1                  |       |          | 1            |
| GS-4   | HR & Legal Assistant  | 1               | 1                  |       |          | 1            |
| UNU-EGov Total   |   | 6               | 6                  |       |          | 6            |
| Vice Rectorate in Europe (UNU-VIE)                                   |   |                 |                    |       |          |              |
| D-2  | Vice-Rector   | 0.5             | 0.5                |       |          | 0.5          |
| P-4  | Head of Finance and Administration  | 1               | 1                  |       |          | 1            |
| P-4  | Head of Communication   | 1               | 1                  |       |          | 1            |
| P-3  | Head of Executive Office and Special Assistant to the Vice Rector in Europe and Director  | 1               | 1                  |       |          | 1            |
| P-3  | Head of PACET (Academic Officer)  | 1               |                    |       | 0.75     | 0.75         |
| P-2  | Digital Communication Analyst   | 1               | 1                  |       |          | 1            |
| P-2  | Associate Academic Officer: Water in context of Water, Energy Food Nexus Senior Associate | 1               |                    | 1     |          | 1            |
| P-2  | Associate Academic Officer: PACET   | 1               |                    |       |          |              |
| GS-7   | Head of ICT (Senior Systems Administrator)  | 1               | 1                  |       |          | 1            |
| GS-7   | Finance Associate (Focal Point)   | 1               | 1                  |       |          | 1            |
| GS-7   | Human Resources Associate (Focal Point)   | 1               | 1                  |       |          | 1            |
| GS-6   | Operations Associate (Focal Point)  | 1               | 1                  |       |          | 1            |
| GS-6   | Systems Administrator   | 1               | 1                  |       |          | 1            |
| GS-5   | Communication Assistant   | 1               | 1                  |       |          | 1            |
| GS-5   | Digital Learning Environment Assistant  | 1               |                    |       | 1        | 1            |
| GS-4   | Executive Assistant   | 1               | 1                  |       |          | 1            |
| GS-4   | Human Resources Assistant   | 1               | 1                  |       |          | 1            |
| GS-4   | Finance Assistant   | 1               | 1                  |       |          | 1            |
| UNU-ViE Total  |   | 17.5            | 13.5               | 2     | 0.75     | 16.25        |
| UNU Programme on Comparative Regional Integration Studies (UNU-CRIS) |   |                 |                    |       |          |              |
| D-1  | Director  | 1               | 1                  |       |          | 1            |
| P-4  | Senior Researcher - Environmental Governance  | 1               | 1                  |       |          | 1            |
| P-4  | Senior Researcher - Multi Level Governance  | 1               | 1                  |       |          | 1            |
| NO-A   | Policy & Communications Officer   | 1               | 1                  |       |          | 1            |
| GS-5   | Management Assistant  | 1               | 1                  |       |          | 1            |
| GS-4   | Administrative Assistant  | 1               | 1                  |       |          | 1            |
| UNU-CRIS Total   |   | 6               | 6                  |       |          | 6            |
| UNU Institute in Macau   |   |                 |                    |       |          |              |
| D-1  | Director  | 1               | 1                  |       |          | 1            |
| P-4  | Head of Research  | 1               | 1                  |       |          | 1            |
| P-3  | Senior Researcher - Team Lead   | 2               |                    |       | 2        | 2            |
| P-3  | Training & Educational Officer  | 1               | 1                  |       |          | 1            |
| NO-A   | Programme and Administrative Officer  | 1               | 1                  |       |          | 1            |
| GS-6   | Finance Associate   | 1               | 1                  |       |          | 1            |
| UNU in Macau Total   |   | 7               | 5                  |       | 2        | 7            |

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**Annex III: UNU Staffing Table for Estimated B2026-2027 (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<br>of Posts | Sources of funding |       |          |                 |
|--|--|--------------------|--------------------|-------|----------|-----------------|
|  |  |                    | Core               | SPC** | Core/SPC | Total<br>Funded |
| UNU Environment and Human Security (UNU-EHS)   |  |                    |                    |       |          |                 |
| D-2  | Vice-Rector  | 0.5                | 0.5                |       | 0.5      |                 |
| P-5  | Deputy Director  | 1                  | 1                  |       | 1        |                 |
| P-4  | Head of MCII / Chief Climate Risk Strategist                           | 1                  |                    | 0.92  | 0.92     | 0.08            |
| P-4  | Head of GLOMOS / Academic Specialist                                   | 1                  |                    | 1     | 1        |                 |
| P-4  | Head of FAST / Academic Officer  | 1                  |                    | 1     | 1        |                 |
| P-3  | Academic Officer (Head of the EVES Division)                           | 1                  |                    | 1     | 1        |                 |
| P-3  | Head of EMIC / Academic Officer  | 1                  |                    | 1     | 1        |                 |
| P-3  | Academic Officer   | 1                  |                    | 1     | 1        |                 |
| P-3  | Academic Officer (non-funded) - MCII                                   | 2                  |                    |       |          | 2               |
| P-2  | Academic Officer - MCII  | 2                  |                    | 2     | 2        |                 |
| P-2  | Associate Academic Officer   | 5                  |                    | 5     | 5        |                 |
| P-2  | Associate Academic Officer - VARMAP Pool                               | 1                  |                    | 1     | 1        |                 |
| P-2  | Associate Academic Officer (non-funded) - EVES Pool                    | 2                  |                    |       |          | 2               |
| P-2  | Associate Academic Officer (non-funded) - MCII Pool                    | 1                  |                    |       |          | 1               |
| P-2  | Associate Academic Officer - CRA-DSS                                   | 1                  |                    | 1     | 1        |                 |
| P-2  | Associate Academic Officer - Data Governance and Stakeholder Engagemen | 1                  |                    | 1     | 1        |                 |
| P-2  | Associate Academic Officer - Econometrics                              | 1                  |                    | 1     | 1        |                 |
| P-2  | Associate Academic Officer - Applied research on risks in mountain     | 1                  |                    | 1     | 1        |                 |
| P-2  | Associate Academic Officer - GLOMOS                                    | 1                  |                    | 1     | 1        |                 |
| P-2  | Associate Programme Support Officer                                    | 1                  | 1                  |       | 1        |                 |
| P-2  | Communications Analyst   | 1                  |                    | 1     | 1        |                 |
| P-2  | Academic Officer - MCII (non-funded) (MCII Pool)                       | 1                  |                    |       |          | 1               |
| P-2  | Associate Academic Officer (non-funded)- EMIC Pool                     | 1                  |                    |       |          | 1               |
| P-2  | Associate Academic Officer (non-funded)- FAST Pool                     | 1                  |                    |       |          | 1               |
| GS-7   | Head of Education / Sr. Education Programme Ass.                       | 1                  | 1                  |       | 1        |                 |
| GS-6   | Programme Associate  | 1                  |                    | 1     | 1        |                 |
| GS-6   | Programme Support Associate  | 1                  |                    | 1     | 1        |                 |
| GS-6   | Program Support Associate  | 1                  | 1                  |       | 1        |                 |
| GS-6   | Programme Associate  | 1                  | 1                  |       | 1        |                 |
| GS-5   | Programme Assistant  | 1                  | 0.5                |       | 0.5      | 0.5             |
| GS-5   | Programme Assistant  | 1                  | 0.5                |       | 0.5      | 0.5             |
| GS-5   | Operations&Outreach Assistant (MCII)                                   | 1                  |                    | 1     | 1        |                 |
| UNU-EHS Total  |  | 38.5               | 6.5                | 17    | 5.92     | 9.08            |
| 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-3  | Head of Education & Capacity Development                               | 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  | Advocacy & Public Affairs Officer                                      | 1                  | 1                  |       | 1        |                 |
| NO-B   | Finance and Administrative Officer                                     | 1                  | 1                  |       | 1        |                 |
| GS-6   | Human Resources Associate  | 1                  | 1                  |       | 1        |                 |
| UNU-FLORES Total   |  | 9                  | 7                  | 2     | 9        |                 |

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### Annex III: UNU Staffing Table for Estimated B2026-2027 (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** | Core/SPC | Total Funded |
| UNU Institute for the Advanced Study of Sustainability (UNU-IAS)   |   |    |                 |                    |       |          |              |
| D-1  | Director                                      | 1  |                 |                    | 1     | 1        |              |
| P-5  | Academic Programme Advisor                    | 1  |                 | 1                  |       | 1        |              |
| P-5  | Academic Programme Officer                    | 1  |                 | 1                  |       | 1        |              |
| P-3  | Strategy and Knowledge Management Specialist  | 1  | 1               |                    |       | 1        |              |
| P-2  | Academic Programme Officer                    | 1  |                 |                    |       |          | 1            |
| NO-D   | Head of Programme & Administration            | 1  |                 |                    |       |          | 1            |
| NO-D   | Head of Postgraduate Degree and Training Prog | 1  |                 | 1                  |       | 1        |              |
| NO-C   | Finance and Administration Analyst            | 1  | 1               |                    |       | 1        |              |
| NO-B   | Programme Officer                             | 1  |                 | 1                  |       | 1        |              |
| NO-B   | Programme Coordinator                         | 1  |                 | 1                  |       | 1        |              |
| GS-5   | Special Assistant to Director                 | 1  | 1               |                    |       | 1        |              |
| GS-4   | Human Resources Assistant                     | 1  | 1               |                    |       | 1        |              |
| GS-4   | Programme Coordinator                         | 1  |                 | 1                  |       | 1        |              |
| GS-4   | Liaison Coordinator (OUIK)                    | 1  |                 |                    |       |          | 1            |
| UNU-IAS Total  |   | 14 | 4               | 6                  | 1     | 11       | 3            |
| UNU International Institute for Global Health (UNU-IIGH)   |   |    |                 |                    |       |          |              |
| D-1  | Director                                      | 1  | 1               |                    |       | 1        |              |
| P-4  | Research Lead - CJ                            | 1  | 1               |                    |       | 1        |              |
| P-4  | Research Lead - PA                            | 1  | 1               |                    |       | 1        |              |
| P-4  | Research Lead - DH                            | 1  | 1               |                    |       | 1        |              |
| P-4  | Research Lead - GE&I                          | 1  | 1               |                    |       | 1        |              |
| P-3  | Policy Research Fellow                        | 1  |                 |                    |       |          | 1            |
| NO-D   | Senior Technical Advisor (Global Health)      | 1  | 1               |                    |       | 1        |              |
| NO-C   | Head of Operations                            | 1  | 1               |                    |       | 1        |              |
| NO-A   | Programme Officer                             | 1  | 1               |                    |       | 1        |              |
| NO-A   | Research Officer                              | 1  |                 |                    |       |          | 1            |
| GS-6   | Admin and HR Associate                        | 1  | 1               |                    |       | 1        |              |
| GS-6   | Operations & Finance Assistant                | 1  | 1               |                    |       | 1        |              |
| GS-3   | Driver and General Services Clerk             | 1  | 1               |                    |       | 1        |              |
| UNU-IIGH Total   |   | 13 | 11              |                    |       | 11       | 2            |
| UNU Institute for Natural Resources in Africa (UNU-INRA)   |   |    |                 |                    |       |          |              |
| D-2  | Director                                      | 1  |                 |                    | 1     | 1        |              |
| GS-4   | Driver/Protocol Assistant                     | 1  | 1               |                    |       | 1        |              |
| UNU-INRA Total   |   | 2  | 1               |                    | 1     | 2        |              |
| UNU International Network on Water, Environment and Health (UNU-INWEH)                                   |   |    |                 |                    |       |          |              |
| D-2  | Director                                      | 1  | 1               |                    |       | 1        |              |
| P-5  | Deputy Director                               | 1  | 1               |                    |       | 1        |              |
| P-5  | Head of Programme                             | 1  | 1               |                    |       | 1        |              |
| P-4  | Assistant Director                            | 1  | 1               |                    |       | 1        |              |
| P-4  | Head of Research                              | 1  | 1               |                    |       | 1        |              |
| P-3  | Programme Lead                                | 1  | 1               |                    |       | 1        |              |
| NO-B   | Finance Officer                               | 1  | 1               |                    |       | 1        |              |
| UNU-INWEH Total  |   | 7  | 7               |                    |       | 7        |              |
| UNU Maastricht Economic and Social Research and Training Centre on Innovation and Technology (UNU-MERIT) |   |    |                 |                    |       |          |              |
| D-1  | Director                                      | 1  | 1               |                    |       | 1        |              |
| P-5  | Senior Research Fellow                        | 1  | 1               |                    |       | 1        |              |
| P-4  | Research Fellow                               | 1  | 1               |                    |       | 1        |              |
| P-3  | Research Fellow                               | 3  | 2               | 1                  |       | 3        |              |
| P-3  | Research Fellow on AI and Machine Learning    | 1  | 1               |                    |       | 1        |              |
| P-3  | Chief, Administrative & Programme Services    | 1  | 1               |                    |       | 1        |              |
| P-3  | Partnership-Liaison Specialist                | 1  | 1               |                    |       | 1        |              |
| P-3  | Head of Communications                        | 1  |                 |                    |       |          | 1            |
| P-2  | Associate Research Fellow                     | 2  | 1               |                    |       | 1        | 1            |
| GS-5   | Operations & Finance Assistant                | 1  | 1               |                    |       | 1        |              |
| UNU-MERIT Total  |   | 13 | 10              | 1                  |       | 11       | 2            |



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### Annex III: UNU Staffing Table for Estimated B2026-2027 (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<br>of Posts | Sources of funding |       |          |                 |                 |
|--|--|--------------------|--------------------|-------|----------|-----------------|-----------------|
|  |  |                    | Core               | SPC** | Core/SPC | Total<br>Funded | Not<br>Funded * |
| UNU World Institute for Development Economics Research (UNU-WIDER) |  |                    |                    |       |          |                 |                 |
| D-2  | Director                                     | 1                  | 1                  |       |          | 1               |                 |
| D-1  | Deputy Director                              | 1                  |                    |       | 1        | 1               |                 |
| P-5  | Senior Research Fellow                       | 1                  |                    | 1     |          | 1               |                 |
| P-4  | Head of Partnerships & Programme Unit        | 1                  |                    |       | 1        | 1               |                 |
| P-4  | Head of Operations                           | 1                  | 1                  |       |          | 1               |                 |
| P-4  | Research Fellow                              | 2                  | 1                  | 1     |          | 2               |                 |
| P-3  | Communications Officer                       | 1                  | 1                  |       |          | 1               |                 |
| P-3  | Research Fellow                              | 4                  | 1                  | 3     |          | 4               |                 |
| P-3  | Partnership & Programme Officer              | 2                  |                    | 2     |          | 2               |                 |
| P-3  | Information System Officer                   | 1                  | 1                  |       |          | 1               |                 |
| P-2  | People Operations Manager                    | 1                  | 1                  |       |          | 1               |                 |
| P-2  | Research Fellow                              | 3                  |                    | 3     |          | 3               |                 |
| P-2  | Associate Communications Officer             | 1                  |                    |       | 1        | 1               |                 |
| NO-B   | Operations Manager                           | 1                  | 1                  |       |          | 1               |                 |
| GS-7   | Procurement Associate                        | 1                  | 1                  |       |          | 1               |                 |
| GS-6   | Executive Associate                          | 1                  | 1                  |       |          | 1               |                 |
| GS-6   | Contracts Associate                          | 1                  | 1                  |       |          | 1               |                 |
| GS-6   | Partnership and Programme 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   | Digital Design Associate and Webmaster       | 1                  | 1                  |       |          | 1               |                 |
| GS-6   | Administration & Travel Management Associate | 1                  | 1                  |       |          | 1               |                 |
| GS-6   | Editorial and Publishing Associate           | 1                  | 1                  |       |          | 1               |                 |
| GS-6   | Digital Workplace Technician                 | 1                  |                    |       |          | 0               | 1               |
| GS-6   | Project Associate                            | 1                  |                    |       |          | 0               | 1               |
| GS-5   | Human Resources Assistant                    | 1                  | 1                  |       |          | 1               |                 |
| GS-5   | Procurement Assistant                        | 1                  | 1                  |       |          | 1               |                 |
| UNU-WIDER Total  |  | 35                 | 20                 | 10    | 3        | 33              | 2               |
| UNU Headquarters Building  |  |                    |                    |       |          |                 |                 |
| D-2  | Director of Administration                   | 0.2                | 0.2                |       |          | 0.2             |                 |
| NO-B   | Security and EMS Officer                     | 1                  | 1                  |       |          | 1               |                 |
| NO-B   | HQ Building Manager                          | 1                  | 1                  |       |          | 1               |                 |
| GS-3   | Conference Service Coordinator               | 1                  | 1                  |       |          | 1               |                 |
| UNU Headquarters Building Total                                    |  | 3.2                | 3.2                |       |          | 3.2             |                 |
| UNU Total  |  | 214                | 139                | 36    | 18.67    | 193.67          | 20.33           |

Note: The job grade for incoming directors will be confirmed. The WIDER, FLORES, INRA incoming director position is D1.

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# Annex IV: UNU Staffing Table Comparison of Funded Posts Between Initial B2024-2025 and Estimated B2026-2027 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 |
|---------------------|-------------|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|----------|------|------|------|------|------|------|
| <b>CENTRE HQ</b>    |             |                    |     |     |     |     |     |     |     |     |      |      |      |      |          |      |      |      |      |      |      |
| 2024-2025           | 37          | 23                 | 1   | 1   | 1   | 2   |     | 5   | 1   | 2   | 1    | 1    | 7    | 1    | 14       | 2    | 5    | 6    | 1    |      |      |
| 2026-2027           | 37.8        | 20.8               | 1   | 1   | 0.8 | 1   | 2   | 3   | 1   | 2   | 1    | 1    | 6    | 1    | 17       | 3    | 8    | 5    | 1    |      |      |
| Variance            | 0.8         | -2.2               | 0   | 0   | -0  | -1  | 2   | -2  | 0   | 0   | 0    | 0    | -1   | 0    | 3        | 1    | 3    | -1   | 0    | 0    | 0    |
| <b>CPR</b>          |             |                    |     |     |     |     |     |     |     |     |      |      |      |      |          |      |      |      |      |      |      |
| 2024-2025           | 3           | 3                  |     |     | 1   |     | 1   | 1   |     |     |      |      |      |      | 0        |      |      |      |      |      |      |
| 2026-2027           | 3           | 3                  |     |     | 1   | 1   | 1   |     |     |     |      |      |      |      | 0        |      |      |      |      |      |      |
| Variance            | 0           | 0                  | 0   | 0   | 0   | 1   | 0   | -1  | 0   | 0   | 0    | 0    | 0    | 0    | 0        | 0    | 0    | 0    | 0    | 0    | 0    |
| <b>Paris Office</b> |             |                    |     |     |     |     |     |     |     |     |      |      |      |      |          |      |      |      |      |      |      |
| 2024-2025           | 0           | 0                  |     |     |     |     |     |     |     |     |      |      |      |      | 0        |      |      |      |      |      |      |
| 2026-2027           | 1           | 1                  |     |     |     | 1   |     |     |     |     |      |      |      |      | 0        |      |      |      |      |      |      |
| Variance            | 1           | 1                  | 0   | 0   | 0   | 1   | 0   | 0   | 0   | 0   | 0    | 0    | 0    | 0    | 0        | 0    | 0    | 0    | 0    | 0    | 0    |
| <b>eGov</b>         |             |                    |     |     |     |     |     |     |     |     |      |      |      |      |          |      |      |      |      |      |      |
| 2024-2025           | 6           | 4                  |     |     |     | 1   |     | 2   | 1   |     |      |      |      |      | 2        |      |      |      | 2    |      |      |
| 2026-2027           | 6           | 4                  |     |     |     | 1   |     | 2   | 1   |     |      |      |      |      | 2        |      |      |      | 2    |      |      |
| Variance            | 0           | 0                  | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0    | 0    | 0    | 0    | 0        | 0    | 0    | 0    | 0    | 0    | 0    |
| <b>VIE</b>          |             |                    |     |     |     |     |     |     |     |     |      |      |      |      |          |      |      |      |      |      |      |
| 2024-2025           | 12.8        | 5.8                |     |     |     |     |     |     | 3   | 2.8 |      |      |      |      | 7        | 1    | 2    | 3    | 1    |      |      |
| 2026-2027           | 16.25       | 6.25               |     |     | 0.5 |     |     | 2   | 1.8 | 2   |      |      |      |      | 10       | 3    | 2    | 2    | 3    |      |      |
| Variance            | 3.45        | 0.45               | 0   | 0   | 0.5 | 0   | 0   | 2   | -1  | -1  | 0    | 0    | 0    | 0    | 3        | 2    | 0    | -1   | 2    | 0    | 0    |
| <b>CRIS</b>         |             |                    |     |     |     |     |     |     |     |     |      |      |      |      |          |      |      |      |      |      |      |
| 2024-2025           | 7           | 4                  |     |     |     | 1   |     | 2   |     |     |      |      |      | 1    | 3        |      | 1    | 1    | 1    |      |      |
| 2026-2027           | 6           | 4                  |     |     |     | 1   |     | 2   |     |     |      |      |      | 1    | 2        |      | 1    | 1    |      |      |      |
| Variance            | -1          | 0                  | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0    | 0    | 0    | 0    | -1       | 0    | -1   | 0    | 0    | 0    | 0    |
| <b>UNU in Macau</b> |             |                    |     |     |     |     |     |     |     |     |      |      |      |      |          |      |      |      |      |      |      |
| 2024-2025           | 7.7         | 6.7                |     |     |     | 1   |     | 1   | 2.7 | 1   |      |      |      | 1    | 1        |      | 1    |      |      |      |      |
| 2026-2027           | 7           | 6                  |     |     |     | 1   |     | 1   | 3   |     |      |      |      | 1    | 1        |      | 1    |      |      |      |      |
| Variance            | -0.7        | -0.7               | 0   | 0   | 0   | 0   | 0   | 0   | 0.3 | -1  | 0    | 0    | 0    | 0    | 0        | 0    | 0    | 0    | 0    | 0    | 0    |
| <b>EHS</b>          |             |                    |     |     |     |     |     |     |     |     |      |      |      |      |          |      |      |      |      |      |      |
| 2024-2025           | 23          | 17                 |     |     |     | 1   | 1   | 3   | 5   | 7   |      |      |      |      | 6        | 1    | 4    | 1    |      |      |      |
| 2026-2027           | 29.42       | 22.42              |     |     | 0.5 |     | 1   | 2.9 | 3   | 15  |      |      |      |      | 7        | 1    | 4    | 2    |      |      |      |
| Variance            | 6.42        | 5.42               | 0   | 0   | 0.5 | -1  | 0   | -0  | -2  | 8   | 0    | 0    | 0    | 0    | 1        | 0    | 0    | 1    | 0    | 0    | 0    |
| <b>FLORES</b>       |             |                    |     |     |     |     |     |     |     |     |      |      |      |      |          |      |      |      |      |      |      |
| 2024-2025           | 11          | 9                  |     |     |     | 1   | 1   | 1   | 1   | 4   |      |      | 1    |      | 2        |      | 2    |      |      |      |      |
| 2026-2027           | 9           | 8                  |     |     |     | 1   |     | 1   | 2   | 3   |      |      | 1    |      | 1        |      | 1    |      |      |      |      |
| Variance            | -2          | -1                 | 0   | 0   | 1   | -1  | 0   | -1  | 1   | -1  | 0    | 0    | 0    | 0    | -1       | 0    | 1    | -2   | 0    | 0    | 0    |
| <b>IAS</b>          |             |                    |     |     |     |     |     |     |     |     |      |      |      |      |          |      |      |      |      |      |      |
| 2024-2025           | 12          | 9                  |     |     |     | 1   | 1   | 1   | 1   |     | 2    |      | 2    | 1    | 3        |      |      | 3    |      |      |      |
| 2026-2027           | 11          | 8                  |     |     |     | 1   | 2   |     | 1   |     | 1    | 1    | 2    |      | 3        |      | 1    | 2    |      |      |      |
| Variance            | -1          | -1                 | 0   | 0   | 0   | 0   | 1   | -1  | 0   | 0   | -1   | 1    | 0    | -1   | 0        | 0    | 0    | 1    | -1   | 0    | 0    |
| <b>IIGH</b>         |             |                    |     |     |     |     |     |     |     |     |      |      |      |      |          |      |      |      |      |      |      |
| 2024-2025           | 13          | 10                 |     |     |     | 1   | 1   | 3   | 2   |     |      | 1    |      | 2    | 3        |      |      | 1    | 1    | 1    |      |
| 2026-2027           | 11          | 8                  |     |     |     | 1   |     | 4   |     |     | 1    | 1    |      | 1    | 3        |      | 2    |      | 1    |      |      |
| Variance            | -2          | -2                 | 0   | 0   | 0   | 0   | -1  | 1   | -2  | 0   | 1    | 0    | 0    | -1   | 0        | 0    | 2    | -1   | -1   | 0    | 0    |
| <b>INRA</b>         |             |                    |     |     |     |     |     |     |     |     |      |      |      |      |          |      |      |      |      |      |      |
| 2024-2025           | 2           | 1                  |     |     |     | 1   |     |     |     |     |      |      |      |      | 1        |      |      |      | 1    |      |      |
| 2026-2027           | 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    |
| <b>INWEH</b>        |             |                    |     |     |     |     |     |     |     |     |      |      |      |      |          |      |      |      |      |      |      |
| 2024-2025           | 5           | 4                  |     |     |     | 1   | 1   |     | 1   |     |      |      | 1    |      | 1        |      | 1    |      |      |      |      |
| 2026-2027           | 7           | 7                  |     |     |     | 1   | 2   | 2   | 1   |     |      |      | 1    |      | 0        |      |      |      |      |      |      |
| Variance            | 2           | 3                  | 0   | 0   | 1   | -1  | 1   | 2   | 0   | 0   | 0    | 0    | 0    | 0    | -1       | 0    | -1   | 0    | 0    | 0    | 0    |
| <b>MERIT</b>        |             |                    |     |     |     |     |     |     |     |     |      |      |      |      |          |      |      |      |      |      |      |
| 2024-2025           | 10          | 10                 |     |     |     | 1   | 1   | 1   | 7   |     |      |      |      |      | 0        |      |      |      |      |      |      |
| 2026-2027           | 11          | 10                 |     |     |     | 1   | 1   | 1   | 6   | 1   |      |      |      |      | 1        |      |      | 1    |      |      |      |
| Variance            | 1           | 0                  | 0   | 0   | 0   | 0   | 0   | 0   | -1  | 1   | 0    | 0    | 0    | 0    | 1        | 0    | 0    | 1    | 0    | 0    | 0    |
| <b>WIDER</b>        |             |                    |     |     |     |     |     |     |     |     |      |      |      |      |          |      |      |      |      |      |      |
| 2024-2025           | 37          | 23                 |     |     |     | 1   | 1   | 1   | 6   | 4   | 9    |      |      | 1    | 14       | 2    | 10   | 2    |      |      |      |
| 2026-2027           | 33          | 21                 |     |     |     | 1   | 1   | 1   | 4   | 8   | 5    |      | 1    | 12   | 1        | 9    | 2    |      |      |      |      |
| Variance            | -4          | -2                 | 0   | 0   | 0   | 0   | 0   | 0   | -2  | 4   | -4   | 0    | 0    | 1    | -2       | -1   | -1   | 0    | 0    | 0    | 0    |
| <b>HQ BUILDING</b>  |             |                    |     |     |     |     |     |     |     |     |      |      |      |      |          |      |      |      |      |      |      |
| 2024-2025           | 3           | 2                  |     |     |     |     |     |     |     |     |      |      | 2    |      | 1        |      |      |      | 1    |      |      |
| 2026-2027           | 3.2         | 2.2                |     |     |     | 0.2 |     |     |     |     |      |      | 2    |      | 1        |      |      |      | 1    |      |      |
| Variance            | 0.2         | 0.2                | 0   | 0   | 0.2 | 0   | 0   | 0   | 0   | 0   | 0    | 0    | 0    | 0    | 0        | 0    | 0    | 0    | 0    | 0    | 0    |
| <b>Total</b>        |             |                    |     |     |     |     |     |     |     |     |      |      |      |      |          |      |      |      |      |      |      |
| 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    |
| 2026-2027           | 193.7       | 132.7              | 1   | 1   | 7   | 10  | 11  | 24  | 28  | 28  | 3    | 3    | 13   | 4    | 61       | 8    | 27   | 14   | 10   | 2    | 0    |
| Variance            | 4.2         | 1.2                | 0   | 0   | 3   | -2  | 3   | -2  | -1  | 2.2 | 0    | 1    | 0    | -3   | 3        | 2    | 3    | -2   | 0    | 0    | 0    |

## Annex V: 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. The report 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.

## Annex VI - Status of audit recommendations of the Board of Auditors

UNU received an unqualified audit opinion from the United Nations Board of Auditors on its financial statements for the year ended 31 December 2024 – an essential affirmation of the University's sound financial management.

### A. Implementation of the recommendations contained in the report of the Board of Auditors for the year ended 31 December 2024 (as of August 2025)

#### 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> |
|-------------------------------|--------------|---------------------|--------------------------|------------------------------|
| Office of the Rector          | 2            | -                   | 2                        | -                            |
| Administration                | 8            | -                   | 4                        | 4                            |
| UNU-IIGH                      | 1            |                     | 1                        | -                            |
| <b>Total</b>                  | <b>11</b>    | <b>-</b>            | <b>7</b>                 | <b>4</b>                     |
| <b>%</b>                      | <b>100</b>   | <b>-</b>            | <b>64</b>                | <b>36</b>                    |

\*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 2025)

#### 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> |
|-------------------------------|--------------|---------------------|--------------------------|------------------------------|
| Office of the Rector          | 3            |                     | 3                        | -                            |
| Administration                | 3            |                     | 2                        | 1                            |
| UNU-MERIT                     | 3            |                     | 3                        | -                            |
| <b>Total</b>                  | <b>9</b>     |                     | <b>8</b>                 | <b>1</b>                     |
| <b>%</b>                      | <b>100</b>   |                     | <b>89</b>                | <b>1</b>                     |

\*Target date set for all recommendations under implementation