UNITED NATIONS UNIVERSITY INTERNATIONAL COURSES (UNU-IC)

UNU CENTRE, TOKYO, JAPAN

21 MAY TO 29 JUNE 2007
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UNITED NATIONS UNIVERSITY INTERNATIONAL COURSES (UNU-IC)

Introduction

United Nations University will organize the eighth regular session of its six-week UNU International Courses (UNU-IC) at UNU Centre in Tokyo, Japan, from 21 May through 29 June 2007. The UNU-IC programme is designed for postgraduate students and young professionals (with a college or university degree) in various occupations in Japan and abroad who wish to pursue careers in international fields in public-service or private organizations, including the United Nations, multinational corporations and non-governmental organizations as well as national foreign service organizations. The courses are designed to provide analyses of global issues from both theoretical and empirical perspectives.

The UNU International Courses are taught in a cooperative fashion by a team of scholars and practitioners comprising both in-house and outside experts. One of the unique features of the UNU-IC is that many of the practitioners come from United Nations organizations. Another important characteristic is the direct access to teaching faculty and the support provided to course participants by the UNU in-house academic staff who serve as academic counsellors. The UNU-IC also draw on the research projects undertaken at the UNU Centre in Tokyo and at various UNU Research and Training Centres and Programmes (RTC/Ps) located around the world. The courses, though advanced in nature, are open to graduate students and professionals in various occupations who are not necessarily specialists in the field.

Organization of Courses

The four courses to be offered in May and June 2007 are:

I. Armed Conflict and Peacebuilding
II. Environmental Change: Managing Risks;
III. Globalization and the Multilateral System; and
IV. International Trade and Development.

(A brief description of each of these courses is presented in the “Course Outlines” section.)

There will be eighteen 90-minute sessions per course — i.e., three sessions per week over the six-week course period. The courses will involve considerable reading and study, but will be scheduled to allow students to have sufficient preparatory and review time for each session.

Daily Schedule

There will be three sessions of courses each day (10:00–11:30, 14:00–15:30 and 17:00–18:30), though no one course will take the entire three sessions of one day. The final schedule will be available in May 2007.

Learning Outcomes for Participants

The expected learning outcomes for UNU-IC participants include:

• Deep, sophisticated understanding of the subject at a high level
• Sharpened analytical and problem-solving skills
• Intellectual interaction with a wide cross-section of lecturers and fellow participants from around the world from diverse academic and professional backgrounds
• Social interaction with fellow participants from diverse cultural backgrounds
Learning Environment and Facilities

The learning environment and facilities prepared for the UNU-IC include:

• Complementary theoretical and practical perspectives, from academic experts and practitioners, respectively
• Guest lectures by leading specialists and practitioners in Japan and overseas, including those in the UN system
• Access to the library and other resources of UNU
• Close contact with UNU in-house specialists in small-group settings
• An opportunity to sample life in one of the world’s great metropolises

International Teaching Staff

The UNU-IC will be administered and coordinated by UNU Centre. Each of the courses will be handled by a responsible UNU academic officer (or a team of UNU academic officers), who also will teach part of the course. In principle, each course will be taught by a combination of the academic staff of UNU Centre and UNU Research and Training Centres/Programmes, adjunct professors and other scholars involved in related UNU research projects, and representatives of various UN agencies and other internationally oriented organizations, as well as prominent professors from universities in different parts of the world and professional experts in relevant fields.

Tuition

The tuition fee is ¥100,000 per course — about US$1,000 — or ¥150,000 (about US$1,500) for two courses.

Fellowships

Participants from developing countries* who take two courses and who can demonstrate a need for financial assistance are invited to apply for a limited number of UNU full and partial fellowships. These fellowships will be awarded on the basis of academic merit and financial need. Competition for fellowships is extremely fierce; applicants or potential applicants are advised to approach their home institutions, funding sources or foundations for financial support early in the application process. In the majority of cases, fellowships will be awarded to cover the costs of accommodation, travel and per diem expenses, with candidates expected to pay their own tuition costs (US$1,500 for two courses). Those who wish to apply for a UNU fellowship should complete the UNU Fellowship Application form, which is available at our website.

Accommodation

UNU has located a low-cost hotel in downtown Tokyo to accommodate course participants from outside Tokyo and Japan.

Application

Applicants for the UNU-IC should submit their application dossier, consisting of
(i) a completed application form with photo and signature;

* Please refer to http://www.worldbank.org/data/countryclass/classgroups.htm — applicants from all countries other than those classified as high-income economies are eligible to apply for a UNU fellowship.
(ii) original transcripts of academic records at the college or university level, or certified copies of original transcripts (these will not be returned to the applicant, so please do not include original certificates of diplomas or degrees);
(iii) TOEFL scores (minimum: paper-based 550/computer-based 213) or equivalent proof of English-language proficiency for non-native speakers;
(iv) three confidential letters of reference on official letterheads (these will not be returned to the applicant); and
(v) a UNU Fellowship Application for those who are applying for a UNU Fellowship (see “Fellowships”).

All of the above-mentioned documents must be received at UNU-IC Secretariat, United Nations University Centre, 53-70 Jingumae 5-chome, Shibuya-ku, Tokyo 150-8925, Japan by 31 January 2007. Applicants may apply to take one or two courses, and can reapply in subsequent years to take additional courses. INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED.

If you wish to apply for the courses, please visit our website at http://www.unu.edu/ic/ for a copy of the brochure and UNU-IC application forms. If you have further questions, please contact: Ms. Wilma James, Training Assistant, UNU-IC Secretariat, United Nations University Centre, Tel: +81-3-3499-2811; Fax: +81-3-3499-2828; e-mail: james@hq.unu.edu.

The deadline for applications is 31 January 2007.

Your completed application form, together with supporting materials, must be received by 31 January 2007. INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED. Due to the high volume of applications that we receive for the courses, UNU is unable to acknowledge receipt of your application or each individual document. Short-listed candidates will be contacted on or after 15 March. Do not contact the UNU-IC Secretariat for results. Your application documents will not be returned to you. Reapplication by unsuccessful candidates will be necessary for the following year.

You can download the forms for Application for UNU-IC, Recommendation and UNU Fellowship Application from our website at http://www.unu.edu/ic.

Please note that your application will be reviewed by our Selection Committee only upon receipt of the fully completed application form, with photo and signature, together with all other original documents. It is the applicant’s responsibility to ensure that all required materials are received in time for inclusion in the review of the application.

Selection Criteria

The application will be reviewed by the UNU-IC Selection Committee, consisting of the course coordinators for the four courses that will be offered in May–June 2007. The Committee will review applications primarily based on the following criteria:

• Relevance and level of the applicant’s educational and professional background;
• Linkage of the chosen courses with the applicant’s future career plans;
• Demonstrated interest by the candidate in issues of global concern;
• Analytical capacity;
• Academic and professional performance;
• English-language skills
UNU is committed to achieving geographical and gender balance and genuine diversity in all its research and teaching activities.

**Course Requirements**

In addition to regular class attendance and active participation in class discussions, course participants are required to prepare short weekly written assignments, to give a group or individual presentation, and to submit an extended essay (of about 2,500 to 3,000 words) towards the end of the programme. Participants who successfully complete at least one course will receive a UNU Certificate of Completion.

1 November 2006
Course Outlines
(The weekly topics for each course are subject to change.)

ARMED CONFLICT AND PEACEBUILDING

Purpose

Many recent international peacebuilding initiatives in conflicted societies have been initially unsuccessful, either failing to instil stable democratic societies or even giving way to renewed violence. As the UN Secretary-General observed: “Our record of success in mediating and implementing peace agreements is sadly blemished by some devastating failures. Indeed, several of the most violent and tragic episodes of the 1990s occurred after the negotiation of peace agreements…. Roughly half of all countries that emerge from war lapse back into violence within five years.”

This course will focus on the challenges of peacebuilding in conflicted societies. It will begin by exploring the sources, impacts and trends of armed conflict — especially civil war — and then turn to the apparatus and methods used in attempts to prevent and manage conflict and (re)build peace. It will consider theories of violent conflict, conflict prevention, conflict management and resolution, as well as the record of and prospects for peacebuilding. The exploration of peacebuilding will focus on the problems experienced in many recent cases, the values that underlie internationally sponsored peacebuilding initiatives (described as the “liberal peace” model) and key peacebuilding challenges; these will include transitional justice; disarmament, demobilization and reintegration of former combatants; and the sources of terrorism. The course will conclude by examining the work of the UN Peacebuilding Commission in a forward-looking manner.

Week One — Armed Conflict: Sources, Impacts, Trends and Theories
• Patterns of armed conflict: intra-state and inter-state
• Armed conflict in international relations
• Theories and debates of armed conflict: “new wars” and the political economy of violence

Week Two — Conflict Prevention
• Conflict-prevention theories
• Conflict prevention: UN approaches
• Conflict prevention: case studies

Week Three — Conflict Management and Resolution
• Peacekeeping
• Conflict resolution
• The use of military force for human protection (“humanitarian intervention”)

Week Four — Peacebuilding: Debates and Experience
• Peacebuilding experiences
• The “Liberal Peace”
• Discussion: Liberal democracy and the market in conflict societies

Week Five — The Peacebuilding Agenda
• Transitional Justice
• Disarmament, demobilization and reintegration of former combatants
• Addressing the legacy of the war economy

**Week Six — Peacebuilding: The Way Forward**
• The Peacebuilding Commission: procedures and political issues
• Peacebuilding problem-solving: case study discussion
• Conclusion

**Lecturers**
The course will be taught by the staff of the UNU Peace and Governance Programme and selected guest lecturers.

**ENVIRONMENTAL CHANGE: MANAGING RISKS**

*Purpose*

Our environment is defined, to a large extent, by the global energy and water cycles that form a complex inter-connected system; a change of cycles in a far-away location can affect the climate, water and bio-diversity at our doorstep. When the flow rates of these cycles are changed, the result could be a chain reaction whose consequences are difficult to predict. It is thus prudent to learn to live in harmony with the cyclic nature of energy, water and material flows, without tipping the delicate balance that has been achieved through continuous interactions taking place over millions of years. Adverse environmental changes are also brought about by human production and waste generation activities that are unsustainable.

Environmental risk assessment and management are processes that aim to reflect scientific knowledge and expertise in environmental policy, in order to minimize possible adverse impacts of environmental change such as natural disasters, health hazards or disruptions of the ecosystem. Risk assessment is a scientific tool that allows us to analyse the nature of a risk; risk management utilizes the results of this assessment to help decision makers (in governments, industries or NGOs) decide on appropriate actions to reduce the risk and to increase the level of preparedness.

"Risk" refers to the probability that a particular hazard — be it linked to personal, economic, social, political or environmental circumstances — will lead to losses or other unfavourable outcomes. Risk is an unavoidable part of life; we cannot, at all times, be sure of how matters around us will develop. However, we can decrease the risk of a particular hazard by taking suitable precautions, and we can minimize the scale of the potential loss by being prepared and putting into place relief and recovery mechanisms that will allow speedy action when a disaster has occurred.

The course is aimed at those interested in environmental risk management from a policy perspective. It provides current-status information, introduces relevant scientific theories, and examines case examples of risk assessment and management in designing local, national or multilateral policies for sustainable development in different environmental areas.

**Week One — Climate Affairs and Risk Communication**
• Global warming and creeping environmental problems
• El Niño and La Niña
• Hurricanes
Week Two — Urbanization and the Shift of Environmental Focuses
• History of urbanization
• Risk assessment and management
• Persistent organic pollutants

Week Three — Wastes and Chemicals, Life Cycle Assessment
• Managing wastes and chemicals
• Life cycle assessment: Theory and applications

Week Four — Floods and Earthquakes
• Urbanization and floods from basin water cycle changes
• Earthquake hazards and disaster reduction
• Urban risk management

Week Five — Land Management
• Biological diversity
• Addressing land degradation
• Agriculture sustainability

Week Six — Future Perspectives: A Change of Vision
• Zero emission: sustainable production
• Sustainable consumption
• Course review

Lecturers
The course will be taught by the staff of the UNU Environment and Sustainable Development Programme and external experts from the field of environmental research and studies.

GLOBALIZATION AND THE MULTILATERAL SYSTEM

Purpose
The aim of this course is to foster a better understanding of how the United Nations system looks at globalization. As new opportunities are initiated within the globalization process, it becomes clearer that access to these opportunities is not equally shared: when it comes to benefiting from the positive effect of globalization, some countries are clearly lagging behind. Furthermore, it appears that inequalities are not just between countries, but within countries themselves, as some communities and people will benefit more than others. The effects of globalization can also be negative; in an increasingly competitive and globalized world some countries, communities and actors will not be able to participate fully as their capacities are limited and need to be further strengthened. Challenges brought by the globalization process — such as how to ensure that we all benefit in a more equal manner — are at the core of United Nations agencies’ missions and programmes.

This course initially provides an overview of the multilateral system — its structure as well as its future. It explores a variety of challenges brought forward by the globalization process, and how the UN system tends to address these. The course examines the core issues and highlights pressing policy concerns (the Doha Round and development issues, as well as
challenges with regards to science and technology, education, labour, culture, and democracy and governance) and the ways in which the international community is trying to accelerate human-centred development in these areas. The course particularly highlights the roles of different UN agencies, the research they undertake, as well as the policies and programmes they implement to try to make the globalization process a more human and fairer process for all.

Week One — Multilateral System
• Introduction to and overview of the multilateral system
• Structure and future of the multilateral system — participation for all?
• The multilateral system and globalization — challenges and opportunities

Week Two — The World Trade Organization (WTO) and Globalization
• The WTO: How to face the globalization process and its challenges?
• The Doha Round: Failure or success for the development round?
• Discussion: How can developing countries participate more confidently in the WTO, and can this enable them to benefit more from the market economy?

Week Three — Globalization with a Human Face
• How can the UN system enable developing countries to better benefit from the globalization process?
• Globalization and growing inequalities: What can be done?
• Discussion: Inequalities and hidden dimensions of globalization — what role for the UN?

Week Four — A Fairer Globalization
• The World Commission on the Social Dimension of Globalization, and its contributions to making globalization a fairer, more ethical and inclusive process
• Globalization and its social aspects: Labour, health, etc.
• Discussion: Globalization — A path towards a more decent life for all?

Week Five — Globalization: Challenges and Opportunities for Science and Technology
• Globalization and its impact on the production and dissemination of scientific knowledge and new technologies: Who is benefiting?
• Globalization and access to knowledge and education
• Discussion: Can the UN system enable better access for all to science and technology?

Week Six — Globalization and Cultural Diversity
• The UN system and its contributions to promoting and preserving cultural diversity
• Cultural heritage and globalization: A road map
• Discussion: Globalization — Heading towards the future while preserving our common and diverse history?

Lecturers
This course will be taught by United Nations University staff and selected guest lecturers from academic organizations around the world.

INTERNATIONAL TRADE AND DEVELOPMENT
**Purpose**

International trade in goods and services is valued at US$8,500 billion per annum, and takes place at the rate of US$1 billion every hour of every day of every week. Trading rules encroach on almost all aspects of economic activity: financial services, intellectual property rights, industrial subsidies, merchandise goods trade, environmental regulation, agricultural support programmes, etc. They are legally enforceable through a powerful dispute settlement system, now dealing with matters as diverse as anti-dumping measures, restrictions on trade in hormone-treated beef, doing business with China, patents on pharmaceutical products, genetically modified organisms, electronic commerce and the conservation of endangered species.

This course will inquire into the theory and practice of international trade and its role in the global economy. It will be interdisciplinary and will approach topical issues from the perspectives of international economics, international law and international relations.

**Week One — History and Basic Rules, and Trade and Developing Countries**
- History and basic rules of the international trading system
- Trade and developing countries
- Key components of the Doha Development Agenda

**Week Two — Dispute Settlement and Subsidies, Anti-Dumping and Safeguards**
- Dispute settlement
- Subsidies, anti-dumping and safeguards

**Week Three — Agricultural Trade Liberalization, and Manufactured Goods Trade Liberalization**
- Agricultural trade liberalization
- Manufactured goods trade liberalization

**Week Four — Intellectual Property Rights and Trade in Services**
- Intellectual property rights
- Trade in services

**Week Five — Trade and MEAs, Trade and Sustainable Development, and Trade and Civil Society**
- Inter-linkages: Trade and MEAs
- Trade and sustainable development
- Trade and civil society

**Week Six — Systemic Issues**
- Achieving the goal of sustainable development
- Regional trade agreements
- The future of the trading system
- Conclusion

**Lecturers**

This course will be taught by United Nations University staff and selected guest lecturers from academic organizations around the world.
APPLICATION FORM
UNITED NATIONS UNIVERSITY INTERNATIONAL COURSES (UNU-IC)
2007 SESSION

REQUIREMENTS:

Please read this carefully before completing this form. All documents should be submitted to the UNU-IC Secretariat by post by 31 January 2007. Complete the form in black ink or typescript, single spaced, and in English. Information must be included on the application form itself. Do not enclose a curriculum vitae, list of publications or other examples of your work. No enclosures, other than those requested below, will be accepted. Your completed application form and other supporting documents will not be returned to you. It is the applicant’s responsibility to ensure that all required materials are received in time for inclusion in the review of the application.

• UNU-IC Application Form with photograph and signature
• Original transcript of academic records at the college or university level, or certified copies of original transcripts (these will not be returned to the applicant, so please do not include original certificates of diplomas or degrees).
• TOEFL scores (minimum score: paper-based 550/computer-based 213) or equivalent proof of English-language proficiency for non-native speakers
• Three confidential Letters of Reference (Recommenders should be provided with the attached Recommendation Form or it can be written on official letterheads. Reference Letters can be mailed to the UNU-IC Secretariat or returned to the applicant in sealed envelopes, signed over the flap to be submitted with the application. These will not be returned to the applicant.)
• A very limited number of full or partial fellowships will be available for students from developing countries who are applying for two courses. These fellowships will be awarded on the basis of academic merit and financial need. Please complete the UNU Fellowship Application Form if you are applying for a UNU fellowship. Please note that tuition fee of US$1,500 for two courses is not covered by the fellowship.

The above-mentioned materials should be sent to:
UNU-IC Secretariat, United Nations University
53-70 Jingumae 5-chome, Shibuya-ku, Tokyo 150-8925, Japan
Tel: +81-3-3499-2811

Your completed application form, together with supporting materials should be received by 31 January 2007. INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED. Due to the high volume of applications that we receive for the courses, UNU is unable to acknowledge receipt of your application or each individual document. If you are sending us a completed application form together with all the above-mentioned documents, then and only if all the documents are attached, please complete the “confirmation of receipt of application” box with a reliable fax number to which we will fax the cover sheet of acknowledgement. Short-listed candidates will be contacted by us on or after 15 March. Do not contact the UNU-IC Secretariat for results. Your application documents will not be returned to you. Reapplication by unsuccessful candidates will be necessary for the following year. You can download the forms for Application for UNU-IC, Recommendation and the UNU Fellowship Application from our website at http://www.unu.edu/ic.

Confirmation of Receipt of Completed Application Documents (only for those applicants who submit a completed UNU-IC application with all of the above-mentioned supporting documents should complete this box):
Name of applicant: ________________________________
Fax number: ________________________________
APPLICATION FORM

UNITED NATIONS UNIVERSITY INTERNATIONAL COURSES (UNU-IC)

2007 SESSION

1. INFORMATION ON APPLICANT (PLEASE PRINT OR TYPE):

Name: ____________________________________________

Family name _______________________________________

First name: _______________________________________

Middle name: _____________________________________

Order of your full name: ________________________________

Nationality: _______________________________________

Date of Birth: ______________ Age: ___ Gender: ____

2. COMPLETE CURRENT MAILING ADDRESS AND CONTACT INFORMATION —
PLEASE PRINT OR TYPE - WE WILL USE THIS INFORMATION TO CONTACT YOU AFTER THE
SELECTION PROCESS):

Address (Please do not use P. O. Box addresses):

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

Tel: _______ Fax: ___________________________ E-mail: ________________

Home country address and contact information (if different from above):

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

Tel: _______ Fax: ___________________________ E-mail: ________________
3. **CURRENT PROFESSIONAL POSITION:**

________________________________________________________________________

**NAME OF ORGANIZATION, ADDRESS AND CONTACT INFORMATION (PLEASE PRINT OR TYPE):**

________________________________________________________________________

________________________________________________________________________

Tel: _______ Fax: ___________________ E-mail: ___________________

4. **BRIEF ACADEMIC AND PROFESSIONAL BACKGROUNDS (PLEASE PRINT OR TYPE):**

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4. **TYPE OF FELLOWSHIP YOU WISH TO APPLY:**

(A very limited number of full or partial fellowships will be available for students from developing countries who are applying for two courses. These fellowships will be awarded on the basis of academic merit and financial need. Please complete the UNU Fellowship Application Form if you are applying for a UNU fellowship. Please note that the **tuition fee of US$1,500 for two courses is not covered by the fellowship.**)

☐ **INTERNATIONAL TRAVEL** ☐ **ACCOMMODATION**

☐ **STIPEND TO COVER LIVING AND LOCAL TRANSPORTATION COST**

5. **NAME(S) OF THE COURSE(S) YOU WISH TO TAKE (UP TO TWO):**

I. ______________________________________________________________

II. ______________________________________________________________
6. **IN 300–500 WORDS, PLEASE DESCRIBE YOUR PROFESSIONAL AND/OR ACADEMIC INTEREST(S) FOR TAKING THE COURSE(S) — TWO SEPARATE ESSAYS IF YOU ARE APPLYING FOR TWO COURSES; USE ADDITIONAL SHEETS, IF NECESSARY — (PLEASE PRINT OR TYPE):**
THREE PERSONS WHO HAVE AGREED TO PROVIDE LETTERS OF REFERENCE:

1. Name: __________________________
   Position: __________________________
   Address: __________________________
   Tel. No: __________________________
   Fax no: __________________________
   E-mail: __________________________

2. Name: __________________________
   Position: __________________________
   Address: __________________________
   Tel. No: __________________________
   Fax no: __________________________
   E-mail: __________________________

3. Name: __________________________
   Position: __________________________
   Address: __________________________
   Tel. No: __________________________
   Fax no: __________________________
   E-mail: __________________________

Recommenders should be provided with the attached Recommendation Form or it can be written on official letterheads. Reference Letters can be mailed to the UNU-IC Secretariat or returned to the applicant in sealed envelopes, signed over the flap to be submitted with the application. It is the applicant’s responsibility to ensure that all required materials are received in time for inclusion in the review of the application.

8. Please indicate how you learned about the UNU International Courses:

☐ The Economist  ☐ International Herald Tribune  ☐ Internet/UNU Homepage
☐ Newsweek  ☐ Other

OUR FULLY COMPLETED application form with all other documents must reach the UNU-IC Secretariat, United Nations University, 53-70 Jingumae 5-chome, Shibuya-ku, Tokyo 150-8925, Japan by 31 January 2007. INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED.

SIGNATURE OF APPLICANT: __________________________

DATE: __________________________
United Nations University, Tokyo, Japan
UNU-IC 2007 Application
RECOMMENDATION FORM
This form consists of two pages: Page 1 of 2

Please send to:
UNU-IC Secretariat
United Nations University
5-53-70 Jingumae, Shibuya-ku, Tokyo 150-8925, JAPAN

(Confidential)

Deadline for application: 31 January 2007

Please specify the course(s) you plan to take.

☐ Armed Conflict and Peacebuilding (ACP)
☐ Environmental Change: Managing Risks (ECMR)
☐ Globalization and the Multilateral System (GMS)
☐ International Trade and Development (ITD)

TO THE APPLICANT:

This form should be given to individuals who you think are appropriate for discussing your qualifications for the UNU International Courses (UNU-IC). Please have each recommender return this form to you in a sealed envelope after they have completed it or have them send it directly to the Director or the UNU-IC Secretariat. The returned envelope is to be mailed to UNU-IC Secretariat with the rest of your application materials. This recommendation is used for admissions purposes only, and you will not have access to it whether or not you are admitted. Please note that it is the applicant's responsibility to request the form early enough to meet the designated application deadline.

Please type or print your name:

<table>
<thead>
<tr>
<th>Last (Family)</th>
<th>First</th>
<th>Middle</th>
</tr>
</thead>
</table>

Current Address:

TO THE RECOMMENDER:

The person named above is an applicant to the United Nations University International Courses (UNU-IC). The Selection Committee attaches considerable weight to the statements made by the recommenders that the applicant has selected. You will greatly assist the members of the Committee and the applicant by providing candid responses to the items on the form. It is equally acceptable to respond to these questions in letter form, but should you choose this format, please fill out the information in the box and staple the letter to the back of this form. It is recommended that you keep a copy for your files in case the original should be lost in the mail. The Committee is aware of the time necessary to prepare such an assessment and gratefully acknowledges your help.

Please return the completed form to the UNU-IC Secretariat, United Nations University, 53-70 Jingumae 5-chome, Shibuya-ku, Tokyo 150-8925, Japan or return to the applicant in a sealed envelop, signed over the flap to be submitted together with the application package.

Name of Recommender:

(Please print or type)

Position/Title:________________________ School/Firm:________________________

Address:____________________________________________________
Tel: __________________________________ Fax: ______________________ E-mail: ____________________

1. How long have you known the applicant and in what context? Please comment on the frequency of your interaction.

________________________________________________________________________

________________________________________________________________________

2. What are the applicant's principal strengths?

________________________________________________________________________

________________________________________________________________________
Applicant’s Name:

3. In what areas could the applicant improve?

________________________________________________________________________

4. In your opinion, has the applicant given careful consideration to his/her plans for entry into the UNU-IC programme?

________________________________________________________________________

5. Please compare the applicant on the scale below with others you have known during your professional career.

<table>
<thead>
<tr>
<th>Truly Exceptional</th>
<th>Outstanding</th>
<th>Excellent</th>
<th>Above Average</th>
<th>Average</th>
<th>Below Average</th>
<th>Unable to Judge</th>
</tr>
</thead>
<tbody>
<tr>
<td>top 5%</td>
<td>top 10%</td>
<td>top 25%</td>
<td>top 50%</td>
<td>bottom 50%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Academic and/or professional performance

Analytical ability

Motivation

Leadership potential

English communication skills

Overall rating of the candidate

Indicate the peer reference group to which the applicant is compared: _______________________________________

6. Please comment on the ratings above and feel free to make additional statements concerning the candidate’s integrity, achievement, managerial potential and other personal qualities. Attach an additional sheet if necessary.

May we call you if the Selection Committee feels that it would be helpful to speak with you by phone regarding the applicant?

Please circle: YES / NO

If yes, please provide us with your telephone number.

Office: ____________________________  Home: ____________________________

Recommender’s Signature: ____________________________  Date: ____________________________

Deadline for application: 31 January 2007