



SHARING KNOWLEDGE
DEVELOPING LEADERS



U LEARNING

UNSSC annual report 2011

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FOREWORD

It is my pleasure to introduce our 2011 Annual Report, sharing our accomplishments in the field of learning and training for the UN system. The Staff College is the principal arm of the wide spectrum of UN agencies dealing with learning and training. Our priorities are determined by the UN system as a whole, and our activities respond to the far-reaching reform agenda that cuts across all agencies.

The year was marked by the first meeting of the newly appointed Expert Technical Review Panel, the College's quality assurance body that is made up of distinguished personalities from within and outside the UN system. The Panel took stock of our learning initiatives and prepared a comprehensive independent report with recommendations to better align the Staff College's Executive Education standards. Most of the recommendations will be implemented in 2012 but, already in 2011, we started to re-focus our learning offerings around five thematic areas: UN Leadership, Development and Human Rights, UN Coherence, Knowledge Management and Peace & Security. A total of 84 face-to-face courses were implemented in these areas. Our website and branding also reflect the new focus areas in which we grouped our catalogue of offers.

The challenging global economic scene encouraged the Staff College to further shift its focus from a donor-financed institution towards a self-funded institution. As a result, 73 percent of our funding base is now self-generated income derived from course fees and service contracts with a number of UN organizations. This shift compensated for the significant reductions in our host country contribution and funding from one of our key partners, the UN Development Operations Coordination Office (DOCO). Moreover, we were able to increase offerings of inter-agency tailor-made courses; that is, courses commissioned to the College by UN organizations, inter-agency coalitions and other UN entities to address specific system-wide learning needs. This successful formula resulted in a 110 percent increase in self-generated income from the 2006/2007 biennium. The ability to react and adjust quickly to the volatile financial environment was possible given two important factors: the reputation we have built over the years and the relevance of our training offerings. The perception of our courses' relevance is indeed the main indicator that the system turns to the Staff College for training, even for fee-based courses.

In terms of beneficiaries, our programmes have grown five percent in 2011 if we count our core activities, i.e. the ones totally under the College's responsibility. On the other hand, we experienced a substantial decrease in areas where external factors - outside our control - influenced demand. For example, the courses that were delivered in the field by UNSSC certified trainers, under the Safe and Secure Approaches in Field Environments (SSAFE) programme, were lower in 2011 because the pool of untrained staff is diminishing. Similarly, courses offered to UN Development Assistance Framework (UNDAF) roll-out countries experienced a reduction in beneficiaries attributable to cyclical UNDAF calendar needs. This explains why we delivered 28 "Strategic Planning Retreats" for UN Country Teams in 2010 but only 12 in 2011, resulting in a decrease of more than 1,000 beneficiaries. The combination of these two external factors translated into a decrease of about 20 percent in the total number of beneficiaries trained this year, compared to 2010.



Carlos Lopes
UN Assistant Secretary-General
Director of the UNSSC
Turin, March 2012

The Staff College was prominently featured in the Secretary-General's report on "Civilian Capacity in the Aftermath of Conflict", which highlighted the need for increased training in civilian capacity. The Change Management Team established by the Secretary-General has also acknowledged the Staff College's strategic role in training and learning for the UN system.

As a final word, and after five years serving as Director of the College, I am proud to say that this dynamic organization has achieved incredible results, mainly thanks to its dedicated and professional staff, the support of its committed Board, and the able leadership of the Deputy Secretary-General. My successor will inherit a training and learning institution which, I am sure, will continue to make its impact by equipping UN staff with the necessary skills and tools for confronting today's global challenges.

A handwritten signature in blue ink, appearing to read "Carlos Lopes".



OUR MISSION

The mission of the Staff College is to:

- ✓ Strengthen inter-agency collaboration within the UN system
- ✓ Promote a cohesive management culture across the UN
- ✓ Support continuous learning and staff development in the UN system
- ✓ Foster strategic leadership within the UN system

To this end, the Staff College offers a wide range of learning and training opportunities, including:

- ✓ Residential workshops, seminars and training courses
- ✓ E-learning
- ✓ Advisory services
- ✓ Coaching and mentoring services
- ✓ Tailor-made projects and technical support for UN organizations
- ✓ Publications

ABOUT US

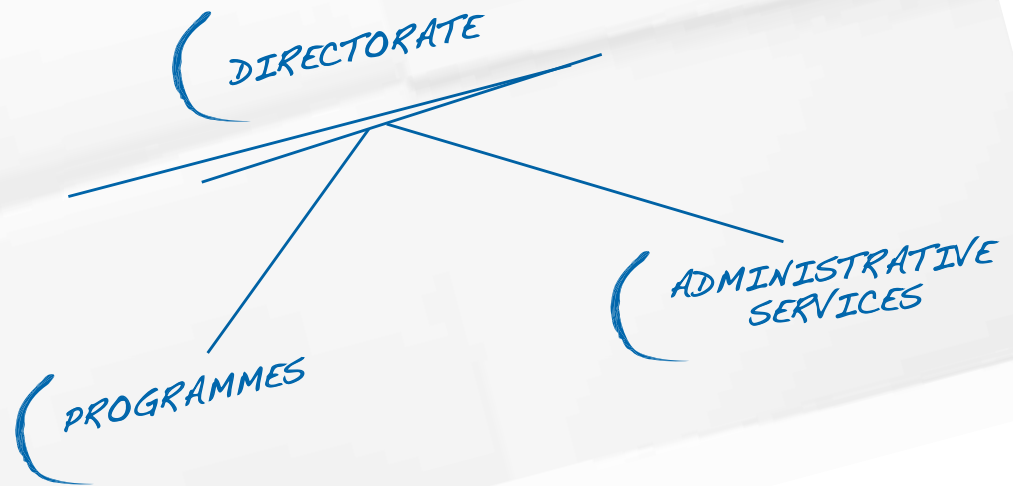
OUR HISTORY

The Staff College was created in 1996 as a project entrusted to the International Training Centre of the International Labour Organization (ITC/ILO). In 2000, an independent team recommended that a fully-fledged Staff College be established. The General Assembly approved the Statute of the United Nations System Staff College in 2001 and on 1 January 2002 the College began its operations as a distinct institution within the UN system.

Since then, the Staff College has made steady progress. The number of UN staff participating in our programmes and the thematic underpinnings of our courses have increased. The level and diversification of our funding has also risen. And, most importantly, the quality of our offerings has improved. Since our modest beginning as a project in 1996, with programmes mainly for UN staff in the field and reaching out to approximately 1,000 participants per year, the College has evolved into a comprehensive provider of training at all managerial levels of the UN system, focusing on substantive areas in support of the UN goals. In 2011, the Staff College's programmes reached nearly 10,000 UN staff.

Our history is permeated with change and constant improvement, and with a determination to make a difference through training and learning. Today, the College is helping make the whole of the UN system more than a sum of its parts, and to promote strategic and integrated thinking in the UN system worldwide.

OUR ORGANIZATION



OUR GOVERNANCE

The Board of Governors

The UNSSC Board of Governors is composed of nine UN representatives selected by the UN Chief Executives Board (CEB), plus three ex-officio members (the Director of the UNSSC, the Secretary of the CEB and the Executive Director of United Nations Institute for Training and Research - UNITAR). Board Members, at the Director-level or above, are appointed by the UN Secretary-General for a two-year period, with the possibility of a one-year extension.

The UNSSC Board of Governors meets annually; the meetings are chaired by the UN Deputy Secretary-General.

The composition of the 2011 Board of Governors is as follows:

CHAIR

Ms. Asha-Rose Migiro, United Nations Deputy Secretary-General

MEMBERS

- Mr. Omar Abdi, Comptroller, UNICEF
- Ms. Giovannie Biha, Director, Management and Administration Division, UN Women
- Mr. Hans D'Orville, Assistant Director-General for Strategic Planning, UNESCO
- Ms. Maria Angelica Ducci, Executive Director, Office of the Director-General, ILO
- Ms. Axumite Gebre-Egziabher, Director, Shelter & Sustainable Human Settlement Development Division, UN-HABITAT
- Ms. Kyung-wha Kang, Deputy High Commissioner for Human Rights, OHCHR
- Mr. Paul Larsen, Director, Division for External Relations, WFP
- Ms. Akiko Yuge, Assistant Administrator & Director of Bureau of Management, UNDP

EX-OFFICIO MEMBERS

- Mr. Carlos Lopes, Executive Director of UNITAR & Director of UNSSC
- Mr. Thomas Stelzer, Secretary of the CEB, UNDESA

THE EXPERT TECHNICAL REVIEW PANEL (ETRP)

The ETRP's main function is to conduct analyses and provide advice about the College's programme activities. It reports to the Board of Governors and was newly appointed in 2011. Members of the Panel are selected among renowned experts - within and outside the UN system - in the College's programme areas and who have a strong understanding of learning, training and knowledge management.

The composition of the 2011 ETRP is as follows:

- Ms. Sakiko Fukuda-Parr, Professor of International Affairs and Interim Dean for Academic Affairs, Milano New School for Management and Urban Policy
- Mr. Richard Jolly, Honorary Professor and Research Associate of the Institute of Development Studies, University of Sussex
- Ms. Christine Letts, Senior Associate Dean for Executive Education & Senior Lecturer in the Practice of Philanthropy and Non-profit Leadership, Harvard Kennedy School
- Mr. Adebayo Olukoshi, Director of the UN African Institute for Economic Development and Planning
- Ms. Namita Pradhan, former Assistant Director-General for General Management, WHO

BOARD



ETRP



WHAT DO YOU WANT TO LEARN TODAY?

List of Participants
UNCT Leadership & Coordination Skills Workshop
Tunis, 21 - 23 September 2010

Sl. No.	Last Name	Last Name	Organization	Present Title	City	Country
1	Abdelhak	Abdelhak	UN-UNDA	Head of Office	Cairo	Egypt
2	Abdelhak	Abdelhak	ICDP	UNCT SMDP SR	Kuwait	Kuwait
3	Abdelhak	Abdelhak	FAO	FAO Representative	Singapore	Singapore
4	Abdelhak	Abdelhak	WHO/PAHO	PAHO/WHO Representative	Washington	USA
5	Abdelhak	Abdelhak	UNEP	UNCT Deputy Director	Doha	Qatar
6	Abdelhak	Abdelhak	UNEP	Representative	Doha	Qatar
7	Abdelhak	Abdelhak	UNEP	Senior Advisor	Doha	Qatar
8	Abdelhak	Abdelhak	UNEP	Regional Programme Director	Amanor	Libya
9	Abdelhak	Abdelhak	UNCT			

UN Leadership

Development and
Human Rights

UN Coherence

Knowledge
Management

During 2011, we identified those thematic areas where inter-agency learning and training were most needed in the UN system in order to strengthen our impact in supporting the United Nations' global challenges. We expanded our offerings proactively by scanning the priorities of the UN system as highlighted in the agendas of the CEB and the UN Development Group (UNDG), and responding to demands that various inter-agency taskforces had put forward.

Five thematic areas of intervention were identified: UN Leadership, Development & Human Rights, UN Coherence, Knowledge Management and Peace & Security.

Our main courses and seminars were developed along these themes and delivered at our Campus in Turin as well as at UN Headquarters in New York, Geneva, Nairobi and Vienna, regional hubs and field offices. In addition to traditional face-to-face courses, we reached over

5,000 beneficiaries by providing them with on-line learning, e-toolkits and learning-centered Communities of Practice.

We also developed tailor-made activities to respond to additional requests from the UN system for inter-agency training and learning. These activities complemented and expanded the five thematic areas.

Following is a report on our main programmatic developments for 2011.

PROGRAMMES 2011

Our Areas of Expertise



The world of executive education is saturated with leadership development initiatives, and leadership theory is a growing field in today's academic arena. We at the College are not focusing only on one type of leadership approach, but rather we want to expose participants to a range of ideas and experiences from which they can build their own leadership mosaic.

One could liken leadership training at the College to a "buffet" with a variety of offerings for each participant, but with some being more tailored to his or her liking: a unique, personal leadership approach.

And we take pride in making this "buffet" a cosmopolitan one by tapping into all leadership sources: Eastern, Western and tribal traditions.

This is achieved around the concept of collective, collaborative leadership with senior staff from various agencies carrying the overall UN mandate and its priorities forward, in a truly inter-agency spirit.

Most of all, we are aware that each leadership action is very specific to the context in which it is being carried out.

Our courses look at the concept of leadership through a very realistic lens, focusing

on concrete issues and problems that UN senior staff face and responding to them.

For example: the leadership role of UN Country Teams (UNCTs) in promoting UN coherence at the country level; the leadership role of UN Humanitarian Coordinators and the UNCT in emergency settings; and the role of UN leaders in promoting human rights.

With this approach in mind, a number of successful programmes were delivered in 2011, contributing to building a more adaptive, prepared and agile workforce at all levels of the UN system.

UN Leadership

Highlights in Leadership Training 2011

(for a full list see pag. 28)

THE UN LEADERS PROGRAMME

Designed for senior UN staff, this is an innovative forum for learning that uses a mix of theory and practice. The theoretical side presents pioneering knowledge on key global challenges that the UN faces, while exploring the latest theories and trends in leadership development. The practical side offers a unique occasion for sharing experiences, practical knowledge, lessons learned and good practices in leadership across the UN system. The aim is to develop strategic leaders who think and act innovatively, but work collectively to advance the mandate of the United Nations.

The UN Leaders Programme was held three times in 2011 and took up the challenges of leadership by focusing, respectively, on “Peace & Security”, “Ethics & Accountability” and “Culture & Development”. Over 100 participants were trained.

This interactive course uses an array of active learning methodologies such as simulation, peer-to-peer exchange, case studies and reflection to create a rich and proactive learning environment. It engages senior UN leaders on topics such as enhancing leadership, negotiation, political acumen, media and communications skills - topics that are indispensable for effective leadership. Special attention is paid to being aware of sensitive cultural and political issues without sacrificing personal security when operating in conflict-affected areas.

The programme was once again held four times in 2011 and saw 100 senior staff enter its learning corridors. Over the past five years the programme has been an essential component of the Induction Programme for newly appointed UN Resident Coordinators (RCs).

UN COUNTRY TEAMS LEADERSHIP AND COORDINATION SKILLS PROGRAMME

This course is designed for senior-level UN country officials, including development and humanitarian practitioners, and blends knowledge and skills sessions to promote the sharing of experience and the development of applied skills. The selection criteria also promote a broad participation of UN agencies, funds and programmes, including missions, that operate across geographically diverse regions and country typologies.

THE UN LEADERSHIP EXCHANGE

This initiative was developed in 2011 for Assistant Secretaries-General. It has been designed to impart a strong sense of the overall UN mission and to enable participants to review and calibrate their leadership approach in light of their responsibilities. The goal is for participants to gain insight and vision into their own leadership potential, especially in terms of innovation, strategic collective leadership, and fulfilling the United Nation’s mandate.

This initiative will be rolled out in the second half of 2012.



One of our key priorities has always been to contribute to UN coherence and to promote a common UN culture based on effectiveness, expertise and continuous learning. Our courses and learning activities bring together staff from different parts of the UN system, often with different functions and responsibilities and with diverse mandates. This inter-agency approach is

key to increasing coordination among the various parts of the system and in supporting the UN global agenda, including the implementation of UN reform processes, the UN Millennium Declaration and the Millennium Development Goals (MDGs).

Our courses in the area of UN Coherence are particularly relevant for

Resident Coordinators and UN Country Teams who, as the institutional leaders of the UN system at country level, need to have the right mix of substantive knowledge, technical skills and competencies to effectively and efficiently deliver UN assistance in support of national priorities, the MDGs and other international commitments.

UN Coherence

Highlights in UN Coherence Training 2011

(for a full list see pag. 28)

SUPPORTING UN COUNTRY TEAMS IN DEVELOPING STRATEGIC UN DEVELOPMENT ASSISTANCE FRAMEWORKS (UNDAFs)

In partnership with the UN Development Operations Coordination Office (DOCO), we strive primarily to assist the United Nations at the country level to work more effectively with national partners in planning and designing UN strategic interventions through the UN Development Assistance Framework (UNDAF). We also provide assistance to the UNCTs to better integrate key programming principles and business practices.

In 2011, we delivered 23 learning and planning events for UNCTs, reaching a wide geographical area: from Algeria to Brazil, the Democratic Republic of the Congo, Fiji, India, Jordan, Moldova and Thailand to mention only a few. Over 1,200 UN and country-level development partners participated in these strategic planning events.

PROGRAMME-OPERATIONS INTEGRATION: REGIONAL UNDAF PLANNING WORKSHOPS

The Regional UNDAF Planning Workshops for 2011 roll-out countries focused on the integration of business operations into the programming process. The objective was to improve coherence and coordination at the country level across business operations and programmes, so as to improve efficiency.

Participants recognized the value of bringing Programmes and Operations together to discuss the UNDAF process, their respective roles and accountability. They also highlighted how the workshops enabled them to identify opportunities to improve operational efficiency, reduce transaction costs, manage common services and harmonize business practices. A total of 54 senior Operations staff from 21 countries participated in the 2011 Regional UNDAF Planning Workshops in Bangkok, Dakar, Kigali and Panama City.

OPERATIONS MANAGEMENT SKILLS TRAINING

In October and November 2011, we designed and delivered an Operations Management Skills Training in Turin. The training focused on improving inter-agency cooperation and building the knowledge and skills of Operations staff and management. A total of 67 senior Operations staff participated from 48 countries (6 regions) and the overall feedback was excellent. The training will also be delivered in 2012.

EVALUATION AND IMPACT ASSESSMENT (EIA)

Increasingly, learning professionals and managers are called upon to determine the “value for money” of training and learning, which can be demonstrated through systematic and robust evaluation. As the UN system moves from training to learning, the associated shift from “activity-focused” to “results-based” learning and development requires that new and re-focused approaches be developed and used for evaluating the training and learning.

In 2011, we continued to offer the EIA Courses and EIA Clinic exercises, centered on the Return on Investment (ROI) methodology, to strengthen evaluation capacity and harmonize common evaluation standards within the UN system. This course - delivered in collaboration with the ROI Institute - provided an overview of evaluation practices within the UN context and exposed participants to the ROI evaluation methodology. As a complementary element, participants were able to attend the two-day “EIA Clinic” workshop to explore the most challenging aspects of conducting an ROI study.



The United Nations understands development to be about much more than the rise of national incomes. It is about creating an environment in which people can develop their full potential and lead productive, creative lives in accordance with their needs and interests.

As Amartya Sen highlighted in 1999 in his book "Development as Freedom", one should look at the roles and interconnections between and among economic opportunities, political freedoms, social facilities,

transparency guarantees and protective security. And societal arrangements involving many institutions (the State, the market, the legal system, political parties, the media, public interest groups and public discussion forums, among others) are to be viewed in terms of their contribution to enhancing and guaranteeing the substantive freedoms, well-being and dignity of all people everywhere.

We at the College are committed to supporting UN staff and programming

counterparts in building individual, institutional and societal capacity for development and human rights. We develop knowledge management tools and courses (customized on request). In 2012, we will complement our successful courses, such as those on human rights-based development programming, with new offerings on environmental sustainability, climate change and disaster risk reduction; anti-corruption; context analysis; and minorities and indigenous peoples.

Development & Human Rights

Highlights in Development & HR Training 2011

(for a full list see pag. 28)

HUMAN RIGHTS-BASED APPROACH (HRBA) AND RESULTS-BASED MANAGEMENT (RBM) TRAINING

2011 was marked by a continued demand for training on Human Rights-Based Approach (HRBA) and Results-Based Management (RBM). We responded by delivering workshops to develop the capacity of UN staff to apply HRBA and RBM tools and principles in their daily work and, in particular, to UN Common Country Programming processes. Courses targeted UN Country Teams and other UN Programme staff in order to familiarize them with these two programming principles, help them understand how they complement each other, and to then apply them in their work. These workshops are tailored to meet in-country needs and development challenges when UNCTs are requesting such support. When the workshops are organized in Turin, they are designed to share case studies so that participants gain comprehensive knowledge about the human rights entry points, as well as practice the theory and foster a solid understanding of the HRBA and RBM methodologies and links. In 2011, nearly 250 UN staff benefitted from trainings delivered in Turin and at the country level.

UN INTER-AGENCY COMMON LEARNING PACKAGE ON A HUMAN RIGHTS-BASED APPROACH

The UN Common Learning Package (CLP) on HRBA was established as a common tool to apply HRBA to programming.

It was developed by an inter-agency task team co-chaired by the Office of the High Commissioner for Human Rights (OHCHR) and United Nations Development Programme (UNDP). With our technical and pedagogical expertise on inter-agency learning support for UN common programming processes, we helped to develop and finalize the CLP, which was launched in 2007.

In early February 2011, focal points from 20 UN agencies met in Turin to validate major updates to the training material. After four days of intense collaborative work, the changes to the training material were validated. The updated training material was integrated into the training resources for HRBA country-level workshops.

The HRBA CLP was translated into French and Spanish and made available on the UNSSC website as well as on the UN Development Group's website for wide access by UNSSC-trained HRBA resource persons, UN staff and development partners.

TRAINING OF TRAINERS ON A HUMAN RIGHTS-BASED APPROACH AND RESULTS-BASED MANAGEMENT

This Training of Trainers (ToT) workshop was successfully rolled out in Turin in March 2011, in partnership with the UNDG-Human Rights Mainstreaming Mechanism (UNDG-HRM). The ToT resulted in an expanded interagency pool of HRBA resource persons, spread out among the different regions. This has allowed for quicker regional responses to training requests arriving from the UNCTs of 2011 roll-out countries.

After successfully completing the ToT, 33 participants from eight agencies are now trained resource persons and expected to serve as trainers for two to three HRBA in-country workshops organized for/by Country Teams each year.

Participants expressed particular appreciation for the tools and coaching sessions that were part of our workshop, which boosted their capacity to provide training to colleagues on HRBA and RBM.

FAITH AND DEVELOPMENT STRATEGIC LEARNING EXCHANGE

In collaboration with the United Nations Population Fund (UNFPA), the Joint United Nations Programme on HIV/AIDS (UNAIDS) and UNDP, we delivered a second edition of this event, which brought together 35 participants from the UN system and representatives of faith-based organizations from the largest religious groupings - Islamic, Christian (diverse denominations) and Hindu - as well as members of academia and donor governments. The purpose of the event was to enhance the programming and partnership outreach of UN staff by appraising faith-based partnership dynamics. As with many of our offerings, this event was based on mutual sharing of practical experiences, activities and lessons learned.

Our world has changed, and with it the challenges the United Nations is called upon to address. We live in a time where everything is inter-connected, where events may have ripple effects that span the whole globe almost immediately.

A world of higher inter-dependence and complexity. A scenario where the United Nations' accrued experience, networks and acumen are of paramount importance. Today, UN personnel are increasingly called upon to foster innovation, identify good practices, distil lessons and facilitate the flow of knowledge beyond traditional North-South cooperation, including among new and emerging powers.

Leveraging knowledge has become a key component of the UN strategy to defeat misery and suffering. Knowledge management is seen as one of the pillars for the United Nations of the future.

As the inter-agency provider of knowledge management for the UN system, we have insiders' knowledge of the challenges faced by UN personnel and organizations. Our unique position also enables us to convene ideas, and to identify "pockets of knowledge" and innovative approaches and solutions found across the UN system, as well as those emerging from its academic and institutional partners.

By organizing thematic knowledge fairs and supporting knowledge networks, we facilitate knowledge exchange and enhance staff competencies to identify, share and apply good practices.

Connecting people and experiences across the UN system is a priority and a design paradigm for all our initiatives.

Our approach to knowledge management is not limited to merely including it as an additional topic in our programme portfolio: knowledge management and sharing are at the heart of our activities and modus operandi.

Knowledge Management

Highlights in KM Training 2011

(for a full list see pag. 28)

THINK UN, ACT SMART: LEVERAGING EXPERIENCE AND GOOD PRACTICE

Building on the success of the previous year, we partnered with UN system organizations to deliver this knowledge management course, which was designed to enhance staff competencies to apply knowledge management tools and techniques, and to promote coordination and knowledge sharing at the country level. The course provides a “hands-on” and contextual approach to knowledge management in support of leadership and managerial efforts to break “operational silos”, foster internal and inter-agency communication, and empower colleagues to leverage their knowledge and experience. In 2011, the course was held twice: in Thailand (in collaboration with UNDP Regional Centre for the Asia-Pacific region) and in Vietnam (in collaboration with the Resident Coordinator’s Office).

MEASUREMENTS FOR EFFECTIVE RESULTS-BASED MANAGEMENT

This inter-agency knowledge-sharing course strengthens the competencies of participants in evaluation methodology, collecting and analysing data, reporting results and using data to manage performance. Developed in cooperation with the Institute, the course complements our existing initiatives on RBM and evaluation by providing a more in-depth, technical and skills-building learning event on one of the key elements of RBM strategies: performance measurement. In 2011, the course was held in South Africa and in Chile, and an online version was also launched to increase its outreach.

THE LEARNING MANAGERS FORUM 2011

The Learning Managers Forum is an annual event that brings together staff, mainly Chiefs, from the learning, training and staff development functions in the UN system and affiliated international organizations to share experiences, work together on common projects and learn new skills.

In 2011, the 14th edition was centered on the themes of “Doing more with less: Strengthening the UN from within” and “Women’s empowerment: Career development, Talent management and Retention”. The event brought together 39 participants from 31 UN agencies and affiliated organizations.

Highlights of the Forum included sessions by key speakers such as Jane Hart, Founder Centre for Learning & Performance Technologies. Ms. Hart demonstrated the key elements of leveraging and fostering informal learning in a world of IT use, by merging personal learning tools, work and social media. One of the Forum’s key themes was addressed by Mr. John Hendra, Assistant Secretary-General, UN Women - “Empowering women: Career Development, Talent Management and Retention”. Mr. Hendra underscored the importance of “leading by example” as a means of strengthening the legitimacy of gender parity in the UN system.

The Forum’s success was confirmed by the participants’ very positive feedback.

The recommendation rate was 100 percent.



Maintaining international peace and security remains one of the prime purposes of the United Nations. However, this has come to mean much more than ending inter-state warfare. No longer are the boundaries clearly defined between conflict prevention, peacekeeping and peacebuilding, nor are the actors and activities confined to one or the other.

To understand the structural and cultural elements that propagate patterns of violent conflict, UN staff need non-linear, creative solutions which are truly based on cultural values and goals. At the same time, the creative solutions must take local circumstances into account while adhering to UN planning and programming. In addition, UN staff in the field are calling

for an improvement in their own personal security.

We at the College understand that the inter-connectedness of the challenges to global security are indeed central to our training and learning events in this field. In 2011 our courses touched on innovative and diverse themes, such as examining how theories of change and conflict analysis can lead to better prevention programming; what makes decentralized governance processes a mechanism for conflict prevention; how natural resources can be managed equitably and contribute to peace; how Rule of Law principles can be translated into a unified UN approach; and the basic standards that security officers need to meet before training others.

The list continues, but all training and learning events share one fundamental principle: whether they are courses, workshops, round table discussions or high-level seminars, they are designed around strengthening skills and sharing knowledge.

As the challenges to peace and security are continuously evolving, the responses will need to encompass different skill sets, updated knowledge, cutting-edge technology, inter-connected practices and creative and complex solutions.

Thanks to our inter-agency focus, we believe we are best placed to harness the UN system's potential and create training and learning events that can make a real difference.

Peace & Security

Highlights in Peace & Security Training 2011

(for a full list see pag. 28)

SAFE AND SECURE APPROACHES IN FIELD ENVIRONMENTS (SSAFE)

In response to the continuing demand for training for UN and associated personnel who are exposed to security risks when working in conflict-affected areas, the Safe and Secure Approaches in Field Environments (SSAFE) programme was delivered in collaboration with the UN Department for Safety and Security.

Training in the field was provided through a pool of UNSSC-certified trainers who had taken part in the Training of Trainers workshops to maximize the programme's outreach: almost 3,000 people received certified SSAFE training in 2011.

DECENTRALIZED GOVERNANCE AND CONFLICT PREVENTION AND PEACEBUILDING

This course, delivered for the first time in 2010, provides participants with insights on decentralized governance and its relationship with conflict. The objective is to ensure that participants gain sound grounding in the theoretical concepts and are equipped with the analytic tools and skills they need to better understand when and how decentralized and local governance can contribute to conflict prevention and peacebuilding efforts in volatile and post-conflict contexts.

CONFLICT ANALYSIS FOR PREVENTION AND PEACEBUILDING

The course provides participants with practical skills for conducting conflict analysis in contexts of deteriorating human security, armed conflict, political crisis and other threats to peace. It gives a solid framework to engage with volatile political situations where a conflict prevention lens is required, and post-conflict settings where the consolidation of peace is the priority. The course was delivered twice in

Turin in 2011. It was also conducted in a redesigned format in Budapest, Chiapas (Mexico) and New York. A semi-tutored and more basic online version was launched for the first time at the end of December 2011.

We also continued to provide advisory services to UNCTs to ensure that conflict prevention is inserted as an integral part of the UN planning and programming processes.

UN UNIFIED RULE OF LAW TRAINING

2011 saw the roll-out of this newly designed course, which seeks to enable UN personnel working in Rule of Law - in law enforcement, criminal justice, prisons/corrections, law reform, gender justice, economic and social justice - to better apply a UN system-wide approach in substantive areas, such as understanding legal systems and cultures, mapping and assessing them, developing national justice strategies and understanding common UN approaches to programming.

INTEGRATED STRATEGIC PLANNING WORKSHOPS

In 2011, we delivered a number of workshops for strategic planning officers in Resident Coordinators Offices, peacekeeping and special political missions, and selected UN Departments. The workshops were jointly convened by DOCO, the Department of Peacekeeping Operations (DPKO), the Department of Political Affairs (DPA) and the Office for the Coordination of Humanitarian Affairs (OCHA). The goal was to advance the UN agenda on system-wide coherence by combining skills training with in-depth sessions on implementation and monitoring of Integrated Strategic Frameworks, which are the basis for the Integrated Mission Planning Process

Through these training and learning events, participants increased their awareness of the latest planning and coordination tools and initiatives available in the system and reinforced their strategic planning and coordination skills. The design of the workshops provided peer learning opportunities and resulted in the establishment of a community of practice among planning and coordination practitioners.





AN INSIDER'S VIEW

We at the College take pride in our ability to design and deliver high-level training that is specifically intended for the UN system's needs. Being part of the UN family ourselves, we are able to anticipate demands for training in priority areas as well as respond quickly to new needs arising at Headquarters and in the field.

INNOVATION THAT GENERATES VALUE FOR MONEY

One of the prime advantages of working with us is our access to an array of world-renowned academic institutions. As a common practice, we never hand over the design and delivery of our courses to a third-party institution. Instead, we identify the best and most suitable group of faculty members to team up in developing and rolling out our offerings. This practice ensures that our courses are relevant to the current realities and challenges that UN staff face, while introducing new and innovative thinking combined with academic rigor.

In 2011, we formed partnerships with scholars from global institutions such as Harvard University, Massachusetts Institute of Technology (MIT), INSEAD and Lee Kwan Yew University of Singapore to work with their faculty members in designing and delivering our courses.

In addition, we strive to expose course participants to cutting-edge knowledge by attracting speakers and subject matter experts within the UN as well as outside the system who now make regular appearances in our courses (see our list of speakers).

A KNOWLEDGE-BASED ORGANIZATION

As a learning and training institute, Knowledge Management forms the basis of our operating principles. This means that every course and learning event we organize employs a succinct Knowledge Management methodology. The cyclical concept forms the crux of our learning philosophy: **generating** new ideas or

identifying tested good solutions to problems; creatively **codifying** them for learning purposes; **sharing** them among the learners; and using simulation learning models, applying new and tested ideas to context-specific work problems.

REACHING OUT WHERE THE NEEDS ARISE

Our mobile, yet small, team of experts can easily be deployed to deliver the same high-quality training directly to the field. UNCTs, UN Field Offices, Specialized Agencies and RCs are some of our regular clients who call on our services.

In addition, we are able to design a completely new, ad-hoc course in as fast as six months, which constitutes an excellent advantage for clients in the field who need prompt and value-for-money training services.

OUR ADDED VALUE



" I really learned a lot. It was challenging but also extraordinarily positive. It really reminded me of the common sense of purpose and values shared within the UN System. Very comforting indeed."

" Excellent. The lectures covered a broad spectrum of issues, the events were diverse, and yet each lecture and every event was closely focused on the main theme of the programme, namely leadership in the sense of cultural development. That was the best training programme I ever had."

" Feel energized to address the coming challenges with the reinvigorated and reinforced values which we discussed over the past 2 weeks."

" The UNCT and I, personally and professionally, were very pleased with the support received from the UNSSC facilitation team. They have engaged with enthusiasm, respect, empathy and understanding of the context and have ensured that the UNDAF Rollout is conducted in such a way that the objectives are achieved."
(Resident Coordinator)

" It was an excellent opportunity to be together the last 2 weeks and to get share experiences and to get to know each other. My deep thanks go to our colleagues at the Staff College who spared no efforts to let us benefit from this course and to feel at home."

" I really enjoyed the time we had together in Turin, it was a very unique opportunity to learn and share experiences. Thank you Staff College - you did a brilliant job."

" I had a very refreshing and intellectually inspiring time in Turin. There are a few things that stand out in my mind as 'take-aways': a stronger sense of belonging to the UN family, a whole new perspective on the system including what to expect from it and what to do for it."

" Thank you for sending me an outstanding team to support us with the prioritization retreat. They were great, the facilitator really first class and the trainers were superb."
(Resident Coordinator)

WHAT OTHERS SAY...

"I would like to thank colleagues in Turin for having sent an experienced and knowledgeable team of facilitators to the UNDAF workshop. They managed to create an atmosphere of dialogue and collaboration among the UN Team and our partners, leaving us with more clarity on the way ahead. The workshop brought new momentum to our joint push for increasing business efficiency and sparked a series of follow-up actions in the preparation of the Strategic Planning Retreat."
(Resident Coordinator)

"It sounds like a cliché but it is really there within already and there are many ways of untapping it. What stops us many times to be great and good is the fear and holding back. This opportunity also in a very good way helped all of us to be proud of our mission and to find inspiration to stay the course."

"... this is one of the best [online] training I have had and thanks for all the encouraging communications. I am so anxious to pass and get the certificate and hoping to participate in another training organized by the UNSSC."

"Working with the UN System Staff College to offer the Evaluation and Impact Assessment (EIA) Workshop and Clinic is a privilege. We are proud of the work we are doing throughout the UN system, particularly our work with UNSSC to help build capacity in measurement and evaluation. The steps taken toward showing the value in programme investments is impressive. It is exciting to watch participants stretch their thinking as they apply a model of evaluation that includes the return on investment (ROI) calculation to programmes and projects of all types."
(Dr. Jack J. Phillips and Dr. Patti P. Phillips, Founders of the ROI Institute, Inc.)

Participants learn
as much from each other as
they do from the presenters



Adair	John	Leading leadership author
Antonakis	John	Professor, Faculty of Business and Economics, University of Lausanne, Switzerland
Baer	Martin	Filmmaker of the "Kinshasa Symphony"
Buttenheim	Lisa	Special Representative of the UN Secretary-General and Head of the United Nations Peacekeeping Force in Cyprus (UNFICYP)
Deng	Francis M.	Under Secretary-General, special Adviser to the UN Secretary-General for the Prevention of Genocide
Doss	Alan	Senior Political Advisor, Kofi Annan Foundation and former Special Representative of the UN Secretary-General for Democratic Republic of Congo
England	Robert	Former Resident Coordinator
Faguet	Jean-Paul	Reader in the Political Economy of Development, Development Studies Institute & Programme Director of the MSc in Development Management, London School of Economics, UK
Falt	Eric	Assistant Director-General for External Relations and Public Information at United Nations Educational, Scientific and Cultural Organization (UNESCO)
Fegan-Wyles	Sally	Former Resident Coordinator and former Director of the UN Development Group Office
Gosling	Jonathan	Professor of Leadership Studies, Exeter University, UK
Gumbonzvanda	Nyaradzayi	General Secretary, World Young Women Christian's Association (YWCA)
Hamilton	Rebecca	Journalist, Author and human rights lawyer
Haq	Ameerah	Special Representative of the UN Secretary-General for Timor-Leste
Karam	Azza	Senior Culture Advisor at the United Nations Population Fund (UNFPA)
Lerner	Jennifer	Professor of Public Policy and Management, Center for Public Leadership, Harvard University, Cambridge, USA
Linsky	Marty	Leadership Expert, Harvard's Kennedy School of Government, Cambridge, USA

SOME OF OUR 2011 PROMINENT SPEAKERS

Marshall	Katherine	Executive Director, Senior Fellow at Berkley Center for Religion, Peace, and World Affairs and Visiting Professor in the Government Department at Georgetown University, Washington, USA
Masturzo	Pietro	Photographer, Winner of the World Press Photo 2010
Molineri	Giuliano	President of Frimark, Image & Design Consultancy and Consultant of the Italdesign-Giugiaro Group, Turin, Italy
Nickson	Andrew	Reader in Public Management at the International Development Department, The University of Birmingham, UK
O'Doherty	Hugh	Leadership Expert, Harvard's Kennedy School of Government, Cambridge, USA
Osotimehin	Babatunde	Executive Director of United Nations Population Fund (UNFPA)
Palsule	Sudhanshu	Professor, award winning educator, author of several books and a leading thinker in the field of transformative leadership
Pansieri	Flavia	Executive Coordinator, UN Volunteers (UNV)
Parmar	Kavita	Founder and Creative Director of the I Owe You (IOU) Project
Petriglieri	Gianpiero	Professor, Harvard University and INSEAD Business School, USA
Penn	Michael	Chair, Department of Psychology, Franklin & Marshall College, Lancaster, USA
Phillips	Jack & Patti	Founders of the ROI Institute, Inc., USA
Ries	Charles	Director, International Security and Defense Policy Center, RAND, USA
Tadjibakhsh	Shahrbanou	Director of Program on Human Security at the Master's of Public Affairs (MPA), Sciences Po, Paris, France
Tenbrunsel	Ann	Rex and Alice A. Martin Professor of Business Ethics & Co-director Institute for Ethical Business Worldwide, University of Notre Dame, USA
Tuminez	Astrid	Vice Dean, Lee Kuan Yew School of Public Policy, National University, Singapore
Vandemoortele	Jan	Former Resident Coordinator/Humanitarian Coordinator, economist and co-architect of the MDGs
Vassilika	Eleni	Director, Egyptian Museum, Turin, Italy



MAIN ACHIEVEMENTS

EXPANDING OUR OFFERING

In 2011, we expanded our services beyond Turin and delivered courses in various UN headquarters, regional hubs and country locations.

For example, thousands of UN staff were able to take advantage of our offerings in regional hubs such as Bangkok, Nairobi and Santiago. Our learning opportunities also benefitted a large number of UN personnel attached to UN country operations - such as our learning & facilitation support to UNCTs in their efforts to develop the UNDAF. This typically takes place by organizing Strategic Planning Retreats through which UN Country Teams and their partners review and validate the major national development problems and the comparative advantages of the UN system, and identify the priorities for UN intervention.

For this initiative, we manage a global UNDAF Training of Trainers programme and a roster of approximately 300 UN staff with different areas of expertise who are available to support UNCTs on our behalf.

We also recognize the enormous value of distance and on-line learning to reach a wider audience. In 2011 we made solid investments to bring our courses to those UN staff who were not able to benefit from our offerings in Turin and other locations. Three new on-line courses were developed (tutored or semi-tutored) in Results-Based Management, Conflict Analysis and Instructional Design, providing a flexible and cost-effective alternative to our traditional offerings in these areas.

PARTNERSHIPS

In 2011, a host of agencies, funds and programmes sought collaborative training ventures with the College. Our joint ventures with UN Volunteers, UN Women, UNICEF, UNHCR and the UN Secretariat to train staff on common system priorities are an indication of our reputation as a sound and reliable partner. A new tripartite alliance with UNITAR and ITC/ILO on a number of joint activities has strengthened synergies between our three UN training institutes.

We also systematically worked with world-renowned learning institutions such as Harvard University, INSEAD, MIT and the University of Notre Dame, which now feature regularly in our portfolio of courses.

At the same time, we embarked on a strategy to form partnerships with institutions in the South, including with the Lee Kuan Yew School of Public Policy and the Institute of Southeast Asian Studies in Singapore; and the University of Malaya, the International Institute for Public Policy and Management and the University of Tun Abdul Razak in Malaysia. In Africa, we initiated discussions with the University of Pretoria for joint initiatives to be designed and implemented in 2012.

We also continued to enjoy a fruitful partnership with Turin-based entities such as the Compagnia di San Paolo Foundation, the Regional Government of Piedmont, the City of Turin, the Italian Military, as well as with traditional donors such as the Swedish Development Cooperation Agency (SIDA), the Swiss Federal Department of Foreign Affairs and the Host Country. Each of these entities, through financial or in-kind contributions, significantly assisted our work and enabled us to increase our course offerings.

INCREASED SELF-SUSTAINABILITY

Despite the global financial downturn, which also had its impacts on our resources, we experienced a tremendous growth of 110 percent of income generated compared to the 2006-07 biennium. This was a result of contracts with various UN agencies and fees paid by course participants, thanks to our appealing course offering and our competent team of trainers and facilitators. This significant growth in revenue clearly demonstrates our growing reputation as a centre of excellence for learning, training and knowledge management for the entire UN system.
















In addition, by effectively using a fee-based business model, we were able to generate resources to a record level of USD 6,794,361 by the end of 2011. This represents 73 percent of the total contributions we received, with only 10 percent being donor-related: an outstanding result for a small organization and a testimony of our ability to cope with a fast-changing environment thanks to a flexible and mobile way of conceiving training.



FACTS AND FIGURES

ACTIVITIES FOR 2011 WITH NUMBER OF PARTICIPANTS

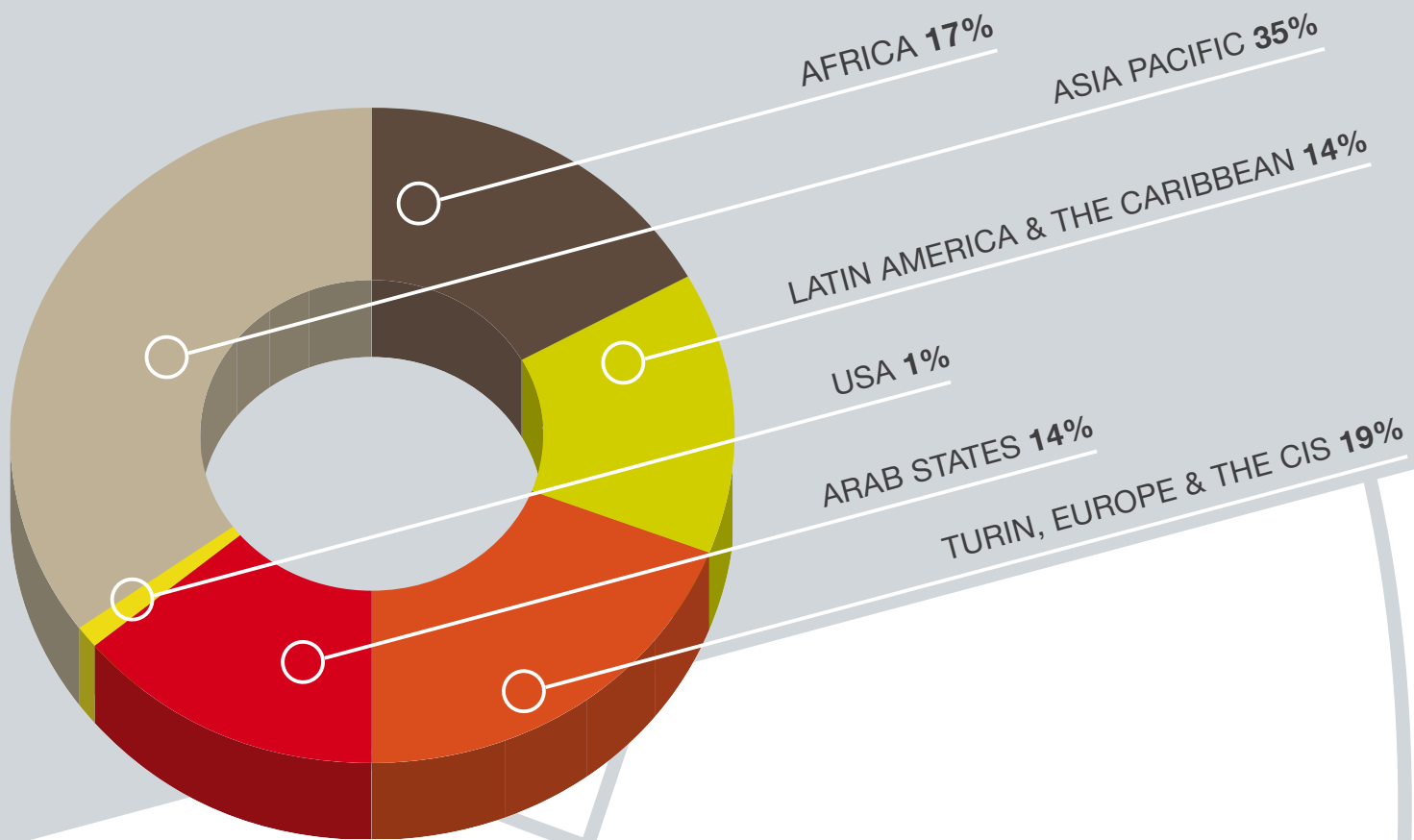
Month	Event	Country	No.
1	January	United Nations Country Team (UNCT) Strategic Planning Retreat	Saudi Arabia  11
2	January	UNCT Strategic Planning Retreat	Chad  75
3	January	UNCT Strategic Planning Retreat	Perù  148
4	January	Integrated Mission Planning Process Inter-agency Strategic Planners Workshop	Italy  46
5	January	Country Analysis and Comparative Advantage Workshop	Algeria  56
6	February	Human Rights-Based Approach: Validation of Common Learning Package	Italy  27
7	February	Conflict Analysis for Peacebuilding Programming	USA  29
8	February	UNDAF Lessons Learnt meeting	Italy  10
9	February	Resident Coordinators Induction Phase II	Italy & Switzerland  14
10	February	UNCT Leadership and Coordination Skills	Italy  25
11	March	Conflict Analysis for Prevention and Peacebuilding	Italy  33
12	March	UNDAF Regional Workshop	Thailand  60
13	March	UNCT Strategic Planning Retreat	Panama  51
14	March	Human Rights-Based Approach: Training of Trainers	Italy  34
15	March	Think UN, Act Smart: Leveraging Experience and Good Practice	Thailand  17
16	March	UN Leaders VI Cohort - Peace & Security	Italy  22
17	March	Evaluation and Impact Assessment (EIA) of Learning - COURSE	Italy  14
18	March	UNDAF Regional Planning Workshop for Anglophone Africa	Rwanda  86
19	March	Evaluation and Impact Assessment (EIA) of Learning - CLINIC	Italy  11
20	March	UNCT Strategic Planning Retreat	Brazil  48
21	April	UNDAF Regional Workshop for Francophone Africa	Senegal  73
22	April	Safe & Secure Approaches in Field Environments (SSAFE) Training of Trainers	Italy  27

Month	Event	Country	No.
23	April UNDAF Regional Workshop for Hispanophone Countries	Panama	 73
24	April UNDAF In-Country Workshop	Jordan	 124
25	April Quality Support Assurance Meeting	Italy	 32
26	April UNCT Strategic Planning Retreat	Algeria	 64
27	May Sub-regional UNDAF Planning Workshop	Fiji	 44
28	May UNDAF Roadmap Workshop	Djibouti	 43
29	May UNDAF Planning Workshop	Moldova	 29
30	May UNDAF Validation Workshop	Malawi	 68
31	May Conflict Analysis for Prevention and Peacebuilding	Mexico	 19
32	May Human Rights-Based Approach/Results-Based Management Workshop	Lesotho	 27
33	May Safe & Secure Approaches in Field Environments (SSAFE) Regional Training of Trainers	Nicaragua	 19
34	May Workshop on UN Volunteers Strategic Engagement in UN Country Programming Process	Germany	 40
35	May UNCT Retreat	Djibouti	 43
36	May Human Rights-Based Approach/Results-Based Management Workshop	Jordan	 20
37	June Human Rights-Based Approach/Results-Based Management Workshop	Italy	 34
38	June Think UN, Act Smart: Leveraging Experience and Good Practice	Vietnam	 31
39	June UNDAF Roadmap Workshop	Belize	 15
40	June UNCT Strategic Planning Retreat	India	 53
41	June UNCT Leadership and Coordination Skills	Italy	 20
42	June Learning Managers Forum	Italy	 41
43	July Translating Policy into Action: Tools for Policy Design and Implementation	Italy	 23
44	July Safe & Secure Approaches in Field Environments (SSAFE) Regional Training of Trainers	Afghanistan	 23
45	July UN Unified Rule of Law Training	Italy	 24
46	July Environmental Sustainability, Climate Change & Disaster Risk Reduction in UN Country Programming	Panama	 39
47	July Measurements for effective Results-Based Management Workshop	South Africa	 40
48	July Human Rights-Based Approach/Results-Based Management Workshop	Djibouti	 44
49	July UN Leaders VII Cohort - Ethics & Accountability	Italy	 26
50	July Environmental Sustainability, Climate Change & Disaster Risk Reduction in UN Country Programming	Thailand	 20
51	August Human Rights-Based Approach/Results-Based Management Workshop	Belize	 13
52	September Young Professionals Orientation Programme	Italy	 32
53	September UNCT Strategic Planning Retreat	Moldova	 42
54	September Training on use of DevInfo for UNDAF monitoring	Italy	 27
55	September UNCT Leadership and Coordination Skills	Italy	 30



	Month	Event	Country	No.
56	September	Safe & Secure Approaches in Field Environments (SSAFE) Regional Training of Trainers	Democratic Rep of Congo 	17
57	September	UNCT Strategic Planning Retreat	Democratic Rep of Congo 	46
58	September	Human Rights-Based Approach/Results-Based Management Workshop	Eq. Guinea 	28
59	September	Communication Skills for Junior Diplomats	Italy 	44
60	September	Strategic Learning Exchange: Faith and Development	Italy 	31
61	September	UN Women Regional Planning Meeting	Morocco 	30
62	September	UNCT Strategic Planning Retreat	Lesotho 	40
63	October	UN Women Regional Planning Meeting	Thailand 	22
64	October	Conflict Analysis for Prevention and Peacebuilding course	Italy 	25
65	October	Operations Management Skills Training	Italy 	44
66	October	UN Women Regional Planning Meeting	Turkey 	28
67	October	Human Rights-Based Approach/Results-Based Management Workshop	Italy 	22
68	October	UN Women Regional Planning Meeting	Ethiopia 	35
69	October	Safe & Secure Approaches in Field Environments (SSAFE) Training of Trainers	Italy 	19
70	October	UN Women Regional Planning Meeting	Panama 	27
71	November	Rio+20: Sustainable Development 'Next Practices'	Italy 	27
72	November	UNCT Leadership and Coordination Skills	Italy 	28
73	November	Safe & Secure Approaches in Field Environments (SSAFE) Training of Trainers	Italy 	18
74	November	Conflict Analysis Training for Humanitarian Actors	Hungary 	18
75	November	Decentralized Governance and Conflict Prevention & Peacebuilding	Italy 	27
76	November	Measurements for effective Results-Based Management Workshop	Chile 	24
77	November	Operations Management Skills Training	Italy 	48
78	November	Facilitation Skills	Switzerland 	17
79	November	Persuasive Public Speaking	Switzerland 	10
80	November	UN Leaders VIII Cohort - Culture & Development	Italy 	19
81	November	Training of Trainers	Switzerland 	19
82	November	UNCT Strategic Planning Retreat	Djibouti 	40
83	December	Resident Coordinators/Resident Representatives Induction	USA 	18
84	December	UN Fellows Workshop: Tools for Development Cooperation	Italy 	22
		Secure and Safe Approaches in Field Environments (SSAFE) courses run by UNSSC-certified trainers		3,026
		Participants in face-to-face UNSSC learning activities		5,958
		Users of on-line UNSSC learning activities		5,515
		Total Beneficiaries in 2011		11,473

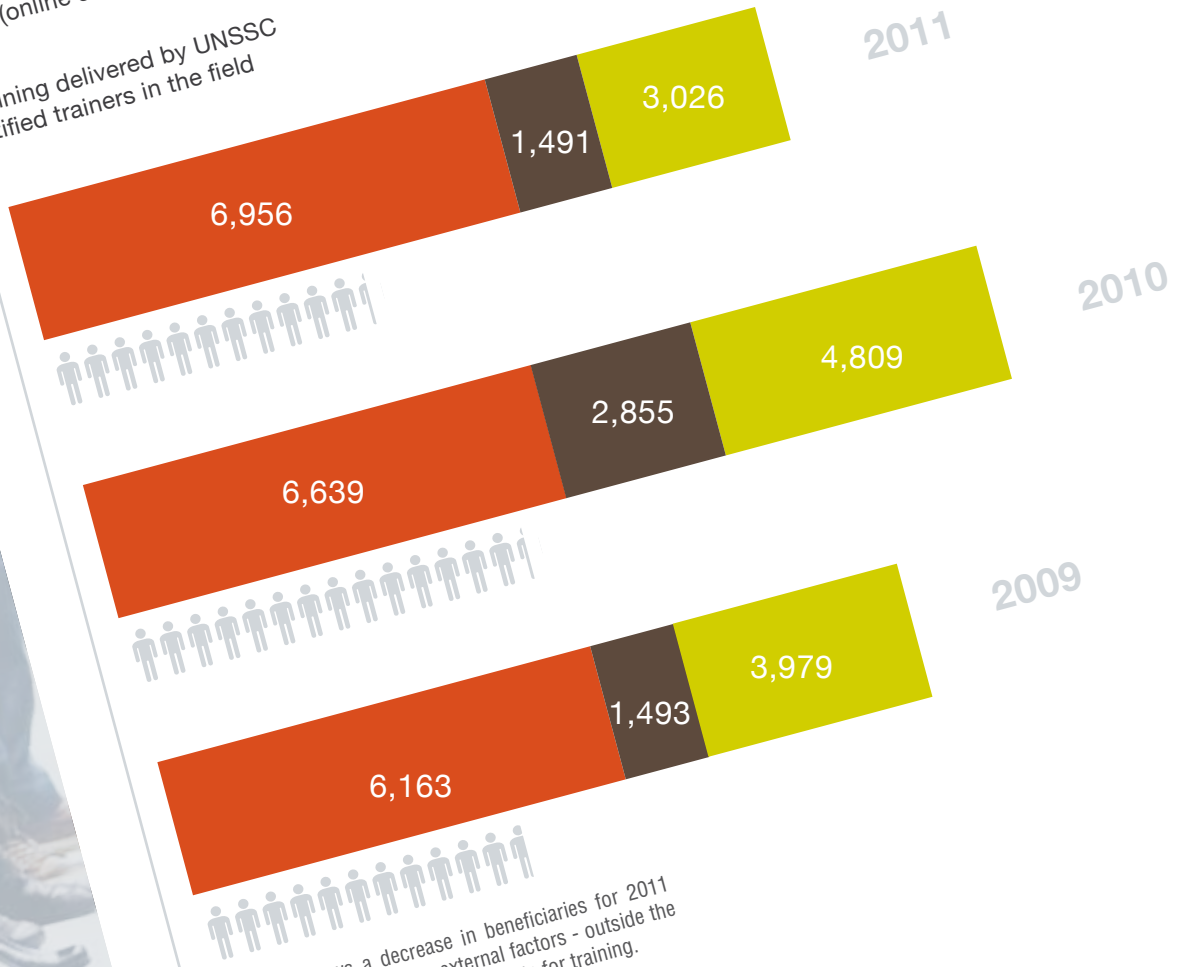
ACTIVITIES DELIVERED BY GEOGRAPHICAL AREA (FACE-TO-FACE) IN 2011



TOTAL UNSSC BENEFICIARIES BY YEAR

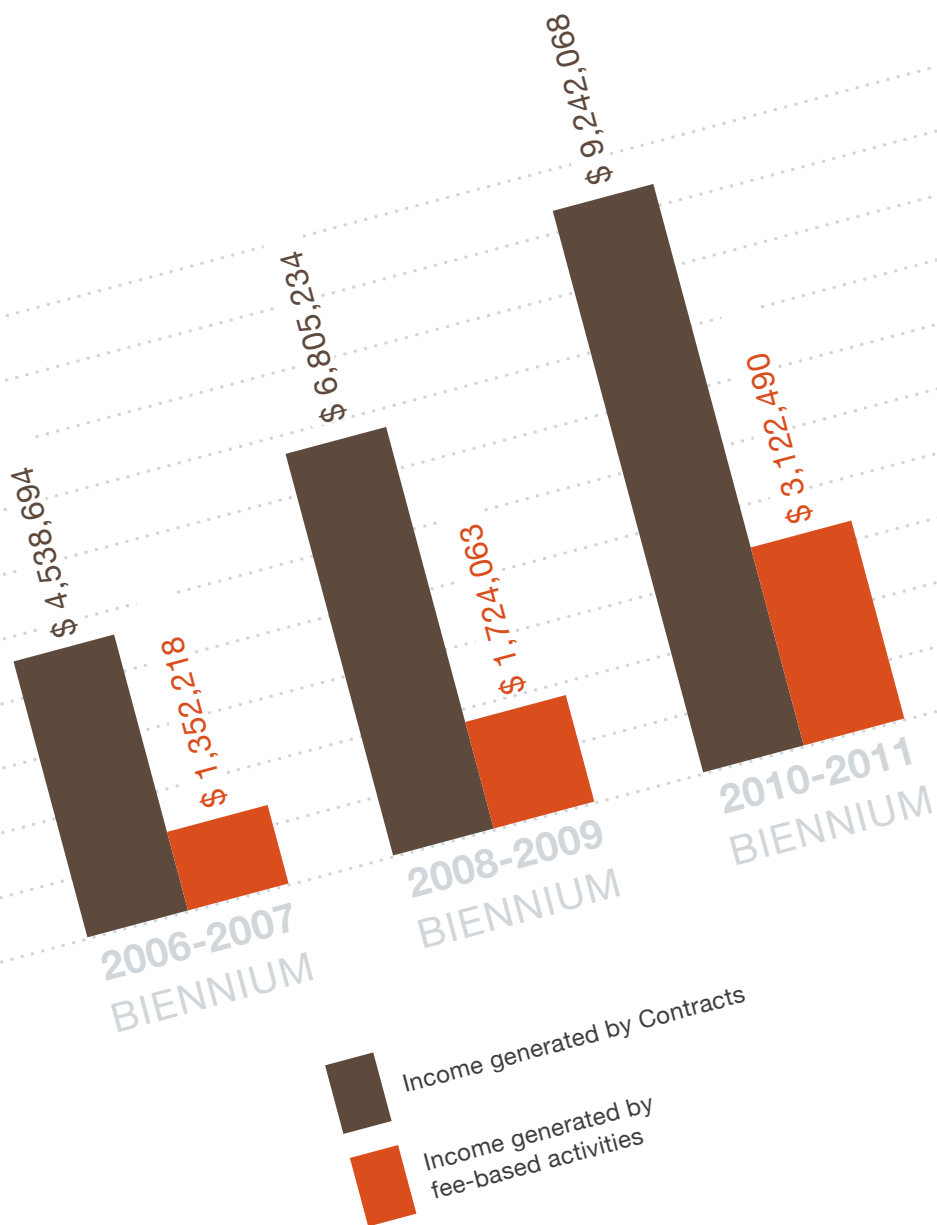
-  SSAFE Courses Certified* by UNSSC
-  UNSSC Courses in support to UNDAF roll-out
-  Other UNSSC Courses (online & face to face)

* training delivered by UNSSC certified trainers in the field



This table shows a decrease in beneficiaries for 2011 attributable to areas where external factors - outside the UNSSC control - impacted on requests for training.

SELF-GENERATED INCOME BY BIENNIA 2006-2011
(expressed in US dollars)



FINANCIAL DATA

EXPENDITURE BY BIENNIA

(expressed in US dollars)

Category	2006 - 2007		2008 - 2009		2010 - 2011	
Salaries and other personnel costs	\$	8,454,203	\$	10,961,334	\$	13,421,704
Travel	\$	1,582,716	\$	2,923,533	\$	3,419,126
Contractual services	\$	1,542,274	\$	514,418	\$	581,747
Operating expenses	\$	1,647,132	\$	2,228,982	\$	2,137,106
Acquisitions	\$	213,975	\$	264,480	\$	348,513
Total expenditure	\$	13,440,299	\$	16,892,748	\$	19,908,196

Notes:

- 1) 2006-2007 expenditure is based on the UNOG statement of income and expenditure for the biennium 2006-2007 ending 31/12/2007
- 2) 2008-2009 expenditure is based on the UNOG statement of income and expenditure for the biennium 2008-2009 ending 31/12/2009
- 3) 2010-2011 expenditure is based on financial data generated from IMIS for the biennium 2010-2011 ending 31/12/2011

EXPENDITURE BY YEAR

(expressed in US dollars)

Category	2009		2010		2011	
Salaries and other personnel costs	\$	5,778,976	\$	6,661,160	\$	6,760,544
Travel	\$	1,183,532	\$	2,370,761	\$	1,048,365
Contractual services	\$	254,809	\$	194,900	\$	386,846
Operating expenses	\$	1,157,023	\$	1,345,605	\$	791,501
Acquisitions	\$	145,836	\$	206,825	\$	141,688
Total expenditure	\$	8,520,175	\$	10,779,252	\$	9,128,944

Notes:

- 1) 2009 expenditure is based on the UNOG statement of income and expenditure for the biennium 2008-2009 ending 31/12/2009
- 2) 2010 expenditure is based on the UNOG statement of income and expenditure for the biennium 2010-2011 ending 31/12/2010
- 3) 2011 expenditure is based on financial data generated from IMIS for the biennium 2010-2011 ending 31/12/2011

UN AGENCIES' CORE CONTRIBUTIONS FOR 2011
(expressed in US dollars)

Agency	Contribution
FAO	\$ 36,934
IAEA	\$ 20,789
ICAO	\$ 8,458
IFAD	\$ 3,549
ILO	\$ 25,130
IMO	\$ 3,093
ITU	\$ 8,133
UNDP	\$ 36,630
UNESCO	\$ 24,998
UNFPA	\$ 7,849
UNHCR	\$ 35,687
UNICEF	\$ 48,140
UNIDO	\$ 7,403
United Nations	\$ 150,424
UNOPS	\$ 7,068
UNRWA	\$ 2,130
UPU	\$ 1,714
WFP	\$ 13,964
WHO	\$ 47,572
WIPO	\$ 7,575
WMO	\$ 2,758
Total expenditure	\$ 500,000

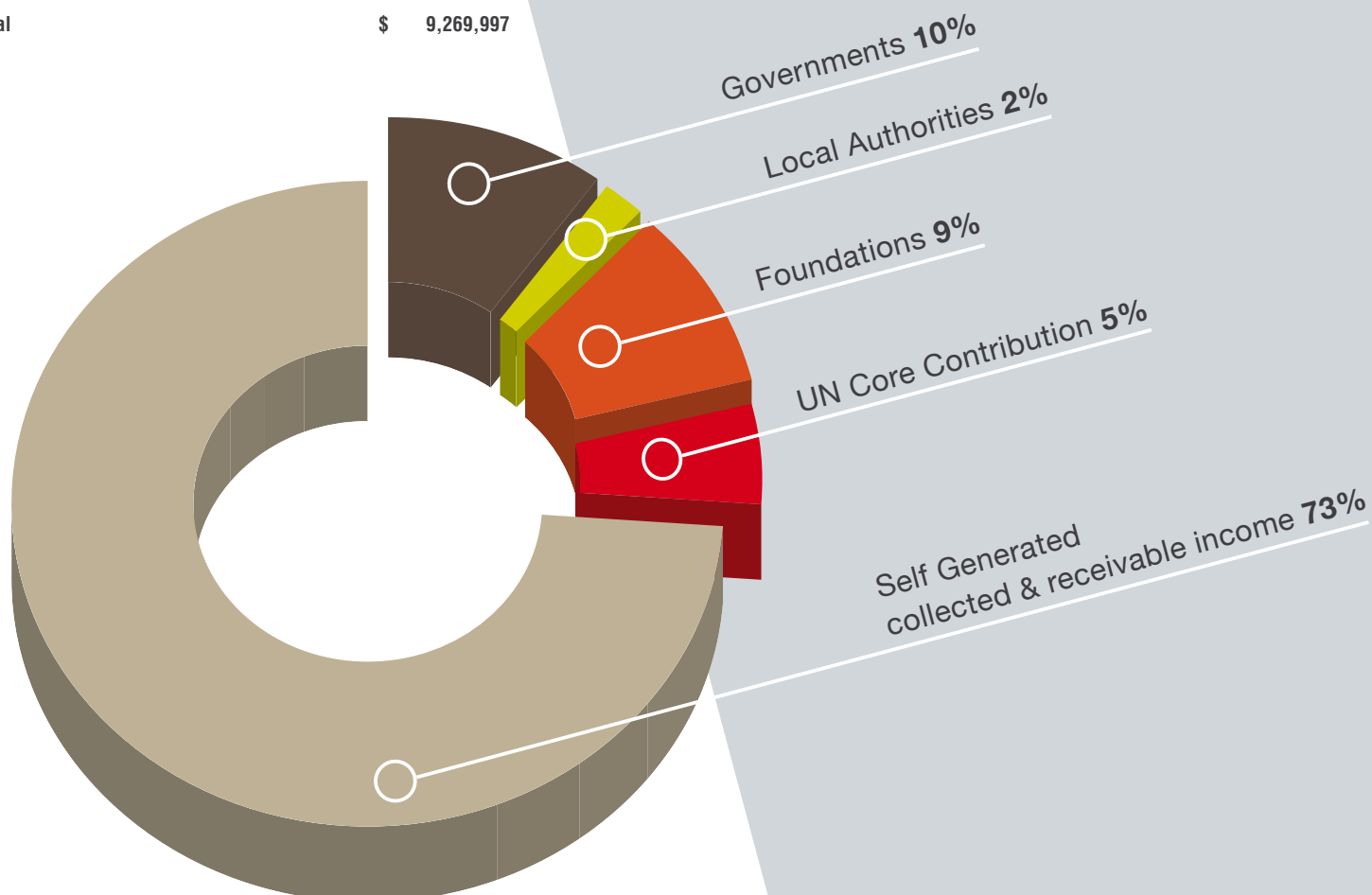


FINANCIAL DATA

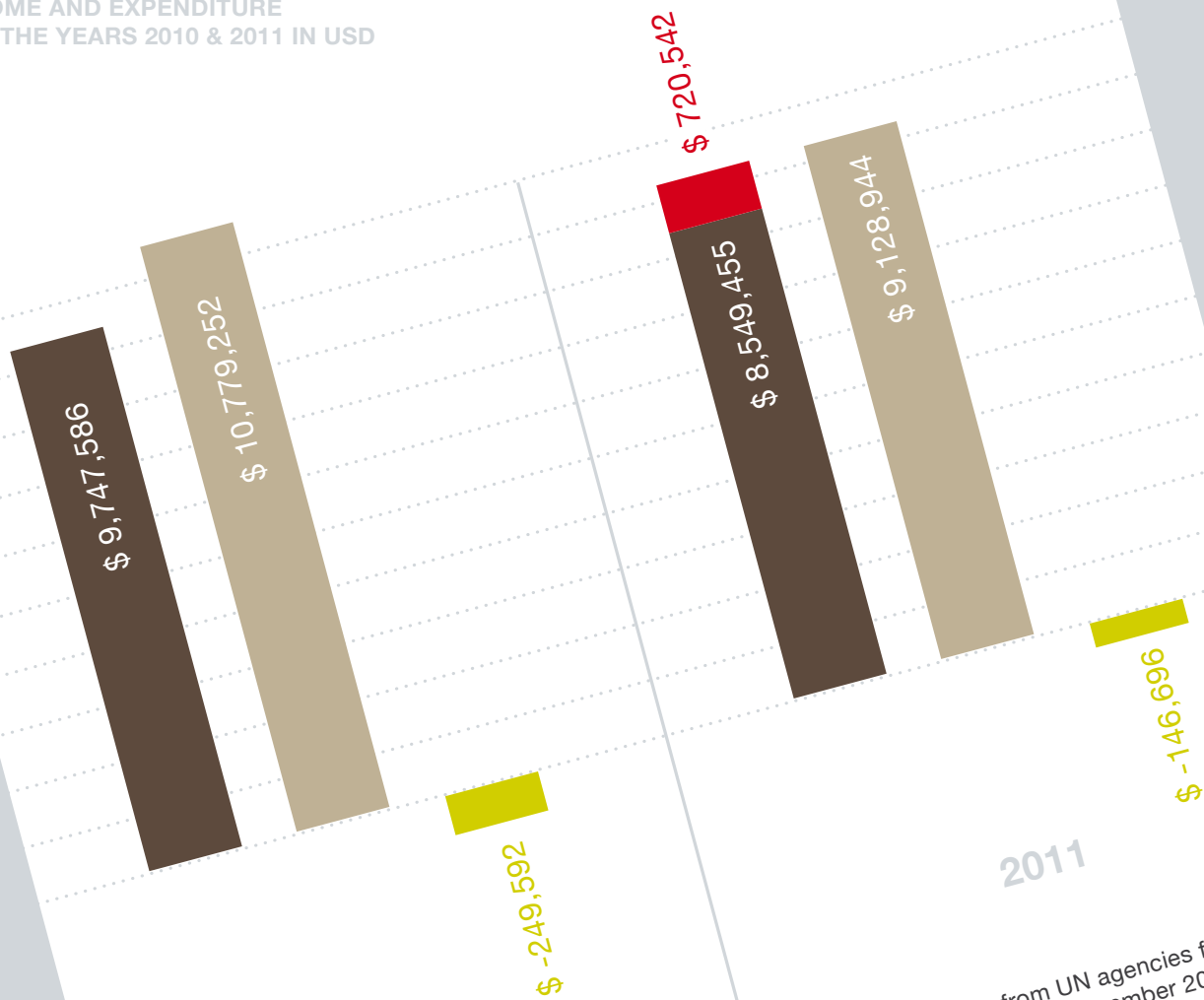
ORIGIN OF CONTRIBUTIONS FOR 2011

(expressed in US dollars)

Local Authorities	\$	186,649
Foundations	\$	827,108
UN Core Contribution	\$	500,000
Self-Generated Income - collected & receivable	\$	6,794,361
Governments	\$	961,880
Total	\$	9,269,997



INCOME AND EXPENDITURE
FOR THE YEARS 2010 & 2011 IN USD



- Receivables from UN agencies for services rendered as of 31 December 2011
- Total Income
- Total Operating Expenditures
- Loss on Exchange



FINANCIAL DATA

BALANCE SHEET AS OF 31 DECEMBER 2011 as provided by the United Nations Office in Geneva (UNOG)

ASSETS

Cash and term deposits	\$	945,995
Cash Pool	\$	13,876,741
UN Agencies contributions receivables	\$	409,616
Interfund receivable	\$	12,192
Deferred Expenditures	\$	47,288

TOTAL ASSETS \$ **15,291,833**

LIABILITIES

Deferred Payable	\$	(387,871)
Deferred Income	\$	(856,911)
Unliquidated obligations	\$	(433,043)

TOTAL LIABILITIES \$ **(1,677,825)**

RESERVES AND FUND BALANCES

Operating reserves	\$	-
Refund to donors	\$	(235,064)
Prior period savings	\$	(275,173)
Cumulative surplus (deficit)	\$	(13,573,899)

TOTAL RESERVES AND FUND BALANCES \$ **(13,614,008)**

TOTAL LIABILITIES RESERVES AND FUND BALANCES \$ **(15,291,833)**



GLOSSARY OF ACRONYMS

CEB: Chief Executives Board
CLP: Common Learning Package
DOCO: UN Development Operations Coordination Office
DPA: Department of Political Affairs
DPKO: Department of Peacekeeping Operations
EIA: Evaluation and Impact Assessment
ETRP: Expert Technical Review Panel
HLCM: High-Level Committee on Management
HRBA: Human Rights Based Approach
HRM: Human Rights Mainstreaming
ITC/ILO: International Training Centre of the International Labour Organization
MDGs: Millennium Development Goals
MIT: Massachusetts Institute of Technology
OCHA: Office for the Coordination of Humanitarian Affairs
OHCHR: Office of the High Commissioner for Human Rights
RBM: Results-Based Management
RC: Resident Coordinator
ROI: Return on Investment
SSAFE: Safe and Secure Approaches in Field Environments
ToT: Training of Trainers
UNAIDS: Joint United Nations Programme on HIV/AIDS
UNCT: United Nations Country Team
UNDAF: United Nations Development Assistance Framework
UNDG: United Nations Development Group
UNDP: United Nations Development Programme
UNFPA: United Nations Population Fund
UNICRI: United Nations Interregional Crime and Justice Research Institute
UNITAR: United Nations Institute for Training and Research
UNSSC: United Nations System Staff College



The UNSSC thinks about the environment. This book has been printed on fully recycled paper. Turin, April 2012
UNSSC Green Office Initiative: green@unssc.org





Viale Maestri del Lavoro, 10
10127 Turin, Italy
tel +39 011 65 35 911
fax +39 011 65 35 901
info@unssc.org
www.unssc.org

Based in Turin, Italy, the **United Nations System Staff College** (UNSSC) is the primary **provider** of inter-agency **training** and **learning** for staff of the United Nations system. Its overall objective is to **promote** and support UN **inter-agency** collaboration, increase the operational **effectiveness** of the UN system as a whole and provide **UN staff** with the required skills and **competencies** to face today's global challenges.

The **UNSSC** conducts a variety of learning and training **activities**, in **Turin**, UN **Headquarters** as well as at the regional and **country level**. All such activities effectively **respond** to the cross-agency, far-reaching **reform agenda** of the United Nations.