



UNITED NATIONS
SYSTEM STAFF COLLEGE

SHARING KNOWLEDGE
DEVELOPING LEADERS



ANNUAL REPORT 2010

The UNSSC thinks about the environment. This book has been printed on fully recycled paper. Turin, April 2011





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"A fundamental overhaul of staff training and career development programmes should be carried out by 2010 to ensure that, at all levels of the system, staff serving the UN are motivated and have appropriate professional skills. The UN System Staff College should have the capacity to provide executive leadership training to senior UN managers. This would enable more effective management of change processes and contribute to a common management culture in the UN system."

(RECOMMENDATION OF THE HIGH-LEVEL PANEL ON UN SYSTEM-WIDE COHERENCE, "DELIVERING AS ONE" REPORT, 2006)

FOREWORD

"A stronger partner for the UN system"

In my third year as Director of the United Nations System Staff College (UNSSC), I am pleased to present the annual report 2010. This report shows the continued growth of the UNSSC and its firm commitment to serve as a centre of excellence for learning and knowledge management for the UN system. The growing trust placed by the UN system in the College's activities is the evidence of a consolidated reputational shift that the UNSSC was able to initiate and maintain during the past few years.

A first result of the enhanced reputation of the College is the increasing demand for training activities in the area of leadership. The unique design of the UN Leaders Programme, paired with an eclectic and wide range of speakers and subject matter experts, makes the Programme not only a learning opportunity to explore strategic leadership, but also an effective vehicle to promote inter-agency collaboration and delivering as one.

The long waiting list of participants wishing to take advantage of the UN Country Teams Leadership and Coordination Skills Course -designed specifically for UN staff on the ground- is another testimony to the success of the College in this area.

The College is currently designing two new courses for 2011 on effective leadership, one for senior management staff (at the UN Assistant Secretary-General level), and another one targeting mid-level managers, in response to calls from the UN system.

With a total number of staff of less than 40, the College has undertaken substantial work in 2010. Encouraging results were achieved in all programmatic areas, with a delivery rate of almost 90% of the results-based budget and with more than 14,000 beneficiaries reached by UNSSC's learning and training activities, representing an increase of 23% over last year. The College also continued to lessen its donor dependency with an increase in self-generated income from 56% of total income in 2009 to 70% in 2010.

The surge in UNSSC programme activities is a clear demonstration of the confidence placed by stakeholders in the role of the College for the UN system, and has been a key factor for the development of new partnerships with different UN organizations and world renowned academic institutions such as the Harvard University's Kennedy School of Government, the Massachusetts Institute of Technology (MIT), the Turin Polytechnics University and the Dakar-based Institute for Economic Development and Planning (IDEP), to mention only a few.

The strengthening of UNSSC programmes was supported by a series of reforms that will enable the College to deliver more efficiently and effectively against its mandate. The year 2010 marked the final stage of the long needed process of reforms of the UNSSC Governance structure initiated in 2008. The newly appointed Board of Governors met twice in 2010 under the leadership of the UN Deputy Secretary-General, showing strong support and commitment to the College's objectives and programmatic priorities.



Internal reforms have also improved the College's performance by creating a leaner Administration Unit, which can better support the Programmatic work of the organization.

In conclusion, I would like to express my gratitude to all stakeholders, partners and supporters of the UNSSC, most particularly my staff colleagues, for contributing so well to the successful results achieved and for enabling the College to play an increasingly important role in support of the global agenda of the United Nations.

A handwritten signature in black ink, appearing to read 'Carlos Lopes'.

Carlos Lopes
UN Assistant Secretary-General
Director of the UNSSC
March 2011



Mission of the UNSSC

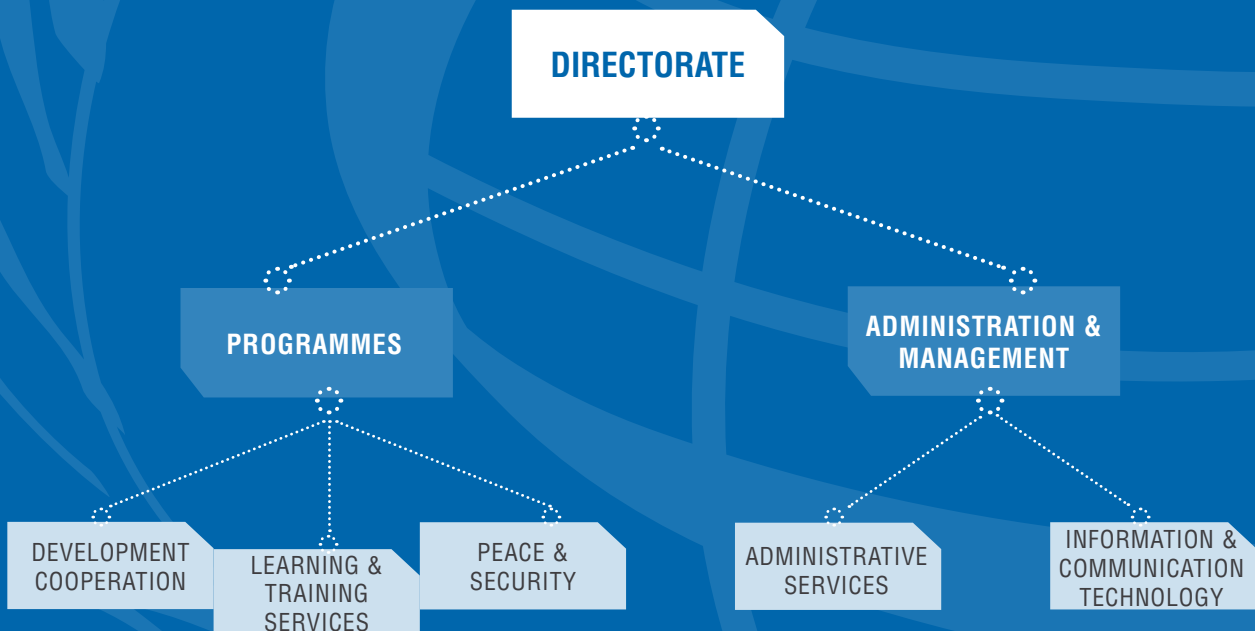
The mission of the Staff College is to:

- 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 College offers a wide range of learning and training opportunities, including:

- Residential workshops, seminars and training courses
- Knowledge Management learning initiatives
- E-learning and research in lessons learned and good practice
- Awareness raising projects
- Advisory services
- Coaching and mentoring services
- Tailor-made projects and technical support
- Publications

UNSSC Organizational Chart



15 Years of History

Although formally established by the General Assembly in 2002, the idea of a United Nations System Staff College was for some time in the development.

First suggested in the late 1960s and approved in principle by the General Assembly in 1971, these initial plans failed due to the difficulty of securing adequate and sustainable funding for the idea. It was to be more than 20 years later that Secretary-General Boutros Boutros-Ghali gave renewed impetus to the concept and commissioned a joint United Nations/International Labour Organization feasibility study. It finally achieved some practical shape in 1996 when the UN Staff College Project was approved for a five year period as a prelude to formal establishment of the College.

Successful implementation of this project phase persuaded the General Assembly to approve the UN System Staff College as a new institution in 2001 and the College took institutional form as a special entity of the UN system in January 2002. Its Statute was further refined in 2009 to strengthen its Governance structure.

In its fifteen years of existence, the Staff College has made steady progress in terms of the number of UN staff participating in its programmes, the level and diversification of its overall funding, the thematic focus of its courses and, most importantly, the quality of its offering. Since its modest beginning as a project in 1996 with programmes mainly targeting UN staff in the field and counting approximately 1,000 participants per year, the College has evolved into a fully-fledged provider of training for all managerial levels of the UN system, reaching over 14,000 beneficiaries this year and focusing on substantive areas in support of the United Nations goals.

Its standing within the UN family has witnessed an unprecedented growth thanks to a constant improvement in both the quality of its services and its own internal management structure. This reputational shift transformed the UNSSC into a key ally of inter-agency policy making bodies such as the UN Chief Executives Board, that includes the Heads of all UN entities and is chaired by the UN Secretary-General, and its two subsidiary bodies the High-Level Committee on Programmes and the High-Level Committee on Management which now rely on the College's inter-agency work for implementing training across the system.

The Governance structure of the UNSSC has been strengthened and carefully calibrated, thus ensuring long-term stability and guidance for the College's strategic direction. Its own internal structure has also undergone reforms so as to improve its efficiency and guarantee a better delivery of services.

The steady growth of the College has been supported by the United Nations top management with the current UN Secretary-General, Ban Ki-moon, praising the UNSSC for its work and, indeed, entrusting it as the key organizer of his Management Team's annual retreats.

The story of the College is permeated with change and constant improvement, with a strong sense of belonging to the wider UN community and with a determination to making a difference for the UN system through training and learning. Today, the College contributes to making the whole of the UN system more than a sum of its parts, to building synergies and to promoting strategic and integrated thinking in the UN system worldwide.



The UN Campus in Turin



The Staff College and Turin: a special relationship

From the outset, the College has been based on a Campus in Turin, Italy, where it shares offices, classrooms and residential facilities with the International Training Centre of the International Labour Organisation (ITC/ILO), as well as with the UN Inter-regional Crime and Justice Research Institute (UNICRI).

This unique Campus, built by the City of Turin in 1961 as an exhibition centre on the occasion of the first 100th Anniversary of the Unity of Italy, has been generously donated to the United Nations in 1964. The Campus today represents one of the most important training centres of the UN system, with training and learning activities being developed in Turin by the three organizations and reaching over 25,000 people annually.

The College found an ideal partner in the City of Turin, the Region and the Province. The city's long-term goal of transforming itself into a centre of excellence for international training and learning is complementary to the core of the College's mandate. Turin is fast turning into a "knowledge city" with renowned academic institutions and cutting-edge training centres. It has also established itself as an ideal venue for hosting high-level events such as the 2006 Winter Olympic Games. The fourth largest city in Italy, and its first Capital, Turin has reinvented itself over the last ten years, transforming its industrial vocation into a flourishing, cosmopolitan hub of culture, history, state-of-the-art technology and architectural excellence. Its numerous museums, art galleries, restaurants, palaces, piazzas, and theatres represent the new soul of the city.

This fertile and dynamic environment has been friendly to the College in many ways over the years: the local authorities and the city-based foundations have constantly supported the activities of the College and have generously hosted several Secretary-General's annual Retreats. The College has also benefitted from knowledge exchanges with the local academia and the Turin private sector. A strong relationship with the Brigata Alpina Taurinense and other Italian Army institutions based in the city has been established. These entities enrich the College's courses in the Peace & Security area.

Turin and the Staff College today represent a vibrant example of partnership geared towards disseminating and promoting knowledge throughout the world.



Mr. Carlos Lopes, Director UNSSC
with Mr. Sergio Chiamparino, Mayor of Turin

Governance Structure

The Board of Governors

The UNSSC Board of Governors is composed of nine members selected by the United Nations Chief Executives Board (CEB), plus three ex-officio members (the Director of the UNSSC, the Secretary of the CEB and the Executive Director of UNITAR). The selection of Board Members reflects the various communities of interest within the UN system, as well as the suitability of the individuals themselves to act as Board Members. They are appointed by the UN Secretary-General for a two-year period, with the possibility of a one-year extension and they must be at the Director level or above.

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

The Expert Technical Review Panel (ETRP)

The ETRP's main function is to conduct programmatic analysis and provide advice in relation to the programme activities of the College. It reports to the Board of Governors and will be freshly appointed in 2011. Members of the Panel are selected among renowned experts in areas of the College's programme focus - both within and outside the UN system - with strong understanding of learning, training and knowledge management.

Composition of the UNSSC Board of Governors 2010

Chair

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

Members

Mr. Omar Abdi, Deputy Executive Director UNICEF

Ms. Maria Angelica Ducci, Executive Director, Director-General Office, ILO

Ms. Axumite Gebre-Egziabher, Director, New York Office, UN-HABITAT

Mr. Sean Hand, Director, Division of Human Resources, UNFPA

Ms. Kyung-wha Kang, Deputy High Commissioner for Human Rights, OHCHR

Mr. Paul Larsen, Director, Division for External Relations, WFP

Ms. Namita Pradhan, Assistant Director-General, WHO

Ms. Akiko Yuge, Assistant Administrator & Director of Bureau of Management, UNDP

Ex-Officio Members

Mr. Carlos Lopes, Executive Director of UNITAR & Director UNSSC

Mr. Thomas Stelzer, Secretary of the CEB, UNDESA





UNSSC: AT THE HEART OF THE UN AGENDA

Since its creation in 1945, the United Nations has steadily expanded in terms of its mandates and its institutional structures. This expansion reflects the increasing complexity of the modern world and an ever-expanding range of issues and challenges which are global and/or transnational in nature: peace and security; international law; shared resources; climate change; cross-border health; regulatory frameworks for international trade and transport; international normative standards. These are just a few examples of issues, which require a global or intergovernmental approach.

Faced with this continually evolving reality, for some years there has been an appreciation among Member States, as well as within the UN system's senior management, that there is a need for greater coherence, synergy, efficiency and effectiveness within this disparate UN architecture.

All of the UN system's parts are governed by intergovernmental processes, which define policies, programmes and budgets for their respective bodies. This is intended to ensure that each agency or programme responds to emerging needs and priorities. The result is a UN system of great diversity and remarkable resilience.

The core competitive advantage of the United Nations System Staff College (UNSSC) lays in its ability to respond to the UN system's needs **as a whole** and with an insider's perspective and knowledge. Activities are developed and

evolve rapidly to match the latest needs as laid down in the UN global agenda and as requested by the various UN organizations. Through cutting-edge methodologies in face-to-face and distance learning activities, the College conveys more coherence and coordination to the many initiatives of the UN system, encouraging the multitude of UN organizations to work in a more consistent way and increasing their sense of belonging to the Organization, in line with the optimal goal of creating a **"One UN"**.

The College is the preferred provider of inter-agency training and learning. This added-value of the College avoids duplications in the training offered by single agencies, and it complements and enriches them.

The College's activities continued, in 2010, to centre on some key strategic areas such as conflict prevention and peacebuilding, human rights, climate change and gender mainstreaming. In support to the effort of building "a stronger UN", the College continued to foster the "One UN" culture and to place knowledge sharing at the heart of its business model.

UNSSC's activities encompass all levels of UN staff, from newly recruited professionals to the Secretary-General's top management team, ensuring that staff members are equipped with key professional skills and expertise to meet the global challenges.



UNITED NATIONS
SYSTEM STAFF COLLEGE





UNSSC PROGRAMMES

Promoting effective LEADERSHIP in the UN system

The United Nations leaders of the 21st Century are exposed to complex global challenges: from climate change to the economic crisis, from the spread of HIV/AIDS to world poverty. There is a call for UN leaders to possess creativity, team spirit, communication and coordination skills in order to better face these challenges.

The UNSSC continued to respond to this call in 2010 by delivering a number of learning initiatives which seek to address different issues and angles in the leadership development area.

The UN Leaders Programme

The UN Leaders Programme provides UN Directors with an innovative forum for learning, driven by a mix of theory and practice. The design of the Programme combines the access to pioneering knowledge on key global challenges confronted by the UN, while exploring the latest theories and trends in leadership development. It also represents a unique occasion for sharing of 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 further advance the mandate of the Organization.

After two successful courses in 2009, the UN Leaders Programme was held three times in 2010 tackling the challenges of leadership by focusing respectively on the strategic issues of "information and communication technology", "sustainable development" and "human rights".

Renowned leaders in fields as wide as military, industry, music and haute cuisine are invited to share their personal leadership experience, providing participants with practical examples through which collective UN leadership is reflected, discussed, tested and applied in a safe and non-conventional learning environment.

The Programme continued to receive an approval rating of 4.9 out of 5 and will be held another three times in 2011.





UN Country Teams Leadership and Coordination Skills course

The work of the United Nations in developing countries is extremely complex. The presence of the UN at the regional level covers many areas, from health to protection of the population, to territorial development, cultural development and to education of the young generations. For each of these areas, a specific UN organization carries out development projects, in most cases in collaboration with local governments, non-governmental organizations and civil society. To coordinate these various actors effectively, the UN needs not only experts to manage projects but leaders who can harmonize and guide their efforts collectively.

The UN Country Teams Leadership and Coordination Skills course, run by the UNSSC since 2006, is specifically designed for top level UN Country officials who deal with development issues and are called upon to coordinate the work of the various UN organizations in developing countries. The programme focuses on enhancing leadership, negotiation, coordination, management and communications skills that are indispensable to effectively serve as development cooperation officials. Special attention is also paid to political acumen in the context of sensitive cultural and political issues, without sacrificing personal security when operating in conflict-affected areas.

The programme has become extremely successful and highly demanded in the UN system with more than 100 people trained over four courses in 2010.

Induction Training for Young Professionals and UN Fellows

The leadership journey of UN staff must be nurtured and fostered since the very moment a professional enters the UN family. A solid induction and mentoring can shape the UN leaders of tomorrow. This is why, also in 2010, the UNSSC continued to provide training for newly recruited young professionals working under the Junior Professional Officer and UN Fellowship programme, in collaboration with the United Nations Department of Economic and Social Affairs (UNDESA).

During the two weeks spent at the College, these young officials are exposed to a comprehensive overview of the UN system, its mandate, synergies, procedures, core values and competencies. Key, practical skills are also strengthened, such as Project Cycle Management (PCM), effective public speaking and cross-cultural communications, presentation skills and writing skills.

These programmes also represent a first, unique opportunity for the future UN leaders to start creating a solid network of professional contacts, share experiences and foster a sense of belonging to the Organization.

In 2010, the College trained 36 Junior Professional officers sponsored by France, the Netherlands and Italy as well as 21 Italian Fellows.



Promoting the "ONE UN" Culture

Supporting the UN efforts to increase the system's coherence and effectiveness is one of the key goals of the College. The UNSSC works closely with the UN Development Group (UNDG) in moving forward the reform agenda of the Secretary-General at the country level and supports UN staff and their development partners through many important activities.

Support to UN Country Teams in developing strategic UN Development Assistance Frameworks (UNDAFs)

A large part of UNSSC activity in this area is implemented in partnership with the UN Development Operations Coordination Office (DOCO) and aims primarily at assisting the United Nations at the country level to work more effectively with their national partners in planning & designing UN strategic interventions through the UN Development Assistance Framework (UNDAF).

In 2010, the UNSSC organized and delivered 71 learning and planning events to help the UN Country Teams (UNCTs) design more coherent and focused programmes in support of national priorities and, ultimately, of the Millennium Development Goals (MDGs). It also assisted the UNCTs to better integrate key programming principles and business practices.

Integrating Conflict Analysis into UN planning and programming processes

The College provides multifaceted support to UN Country Teams and peace operations to enable them to conduct and make use of a conflict analysis as basis for planning and programming, such as UNDAF, Strategic Assessment, Integrated Strategic Framework, Post Conflict Needs Assessment, Peacebuilding Priority Plan. The aim is to highlight the importance of using a conflict analysis to prioritize and select interventions, especially in countries undergoing political crises or conflict at any level.

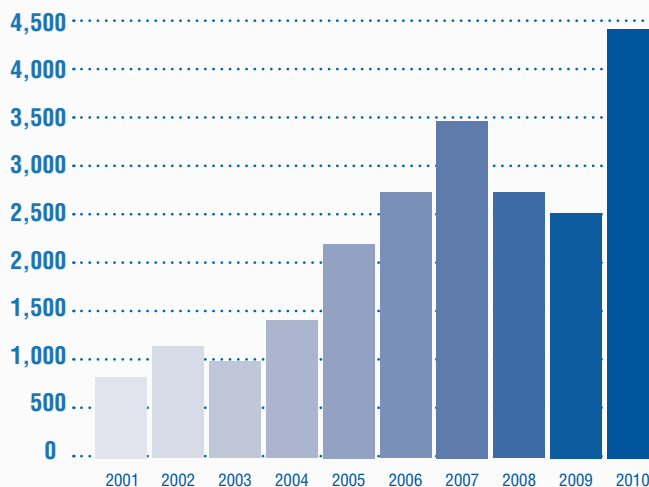
Conflict analysis as part of the UNDAF preparation phase assists in selecting priorities which can have a long term stabilizing impact. Related to the Strategic Assessment process, conflict analysis provides elements for the strategy formulation. Conflict analysis is also used to create a common vision for mission and UN agencies in-country with regard to peace consolidation.

In 2010, UNSSC provided support in form of conflict analysis skill building to Guinea and Nepal. In Yemen the College supported the UNDAF process ensuring conflict prevention elements were reflected, while in the Central African Republic, the College provided technical assistance to develop a conflict analysis and dynamics which served as basis for the design of the Integrated Strategic Framework and UNDAF.

The College and the UN Development Group (UNDG): partnering for Reforms

This partnership goes back to the creation of the UNDG and of the Staff College itself, both born in the 1990s. Within the partnership, there is a core annual programme which is jointly designed and cost shared by the College and the UNDG; it includes a substantial budgetary subvention. However, the relationship also extends to other programmes in which the UNDG have an interest and some measure of involvement. This is reflected in the graph below which shows a steady increase in the numbers of UN staff worldwide who have been trained under the Staff College-UNDG partnership. These amount to more than 21,500 over the past ten years, in a total of 466 separate events at the country, regional or global level. All in all, the UN Development Group has contributed 21% of the College's income over this period.

Participants Trained under the UNDG Partnership 2001 - 2010



Human Rights-Based Approach (HRBA) and Results-Based Management (RBM)

The HRBA and RBM Workshop is designed to develop the capacity of UN staff to effectively apply HRBA and RBM tools and principles in their work; in particular the workshop aims at increasing the participants' skills in applying the HRBA and RBM to UN Common Country Programming processes.

The course uses case studies and exercises drawn directly from UN experiences in different countries. It offers participants an opportunity to familiarize themselves with these two approaches, understand how they complement each other, and apply them to their development work.

Common services and harmonization of business practices

The College supported the call from Member States and UN Country Teams to accelerate the progress in the harmonization of business practices within the system.

Three Training of Trainers workshops in this area were designed and delivered to UN staff in Cairo and New York (in English) and in Dakar (in French). Their goal is to enhance country capacity to improve common services and harmonized business practices and globally scale up their implementation. The workshops also offer an opportunity to identify cases for harmonization and simplification of business practices in order to deliver better programmatic results that contribute to the achievement of the Millennium Development Goals.

Evaluation and Impact Assessment (EIA)

With a view to further harmonize and develop common standards in the field of evaluation within the UN system, the College delivered this staff development programme twice in 2010, in collaboration with the Return On Investment Institute (ROI). The EIA course, by providing an overview of evaluation practices within the UN context, exposes participants to the Return Of Investment (ROI) Institute evaluation methodology in an interactive and participatory manner. Participants engage in a variety of exercises, including the critique of case studies demonstrating how the process has been applied in a variety of organizations.

As a complementary element, participants are encouraged to attend the two-day "EIA Clinic" workshop to explore the most challenging aspects involved in conducting a ROI study. This allows for the review of and feedback on the data collection plan and ROI analysis plan for participants' specific projects. In 2010, the EIA Course and Clinic were delivered in Italy and Kenya.

Induction Workshop for Coordination Officers

The UNSSC has continued to provide learning services to newly appointed country based UN Coordination Officers who play a critical role to support UNCTs in moving the UN reform process forward at the country level. The one-week training programme is held in New York prior or soon after the deployment of newly appointed Coordination Officers to their respective duty stations in the field. To help UNCTs achieve higher levels of efficiency, the Staff College has continued to provide team building support services based on the "Belbin" team profiling model.





Sharing KNOWLEDGE and Learning Methods

Given the proven benefits of **learning by sharing**, the College places great emphasis on developing and offering learning tools which can benefit a large number of UN staff worldwide and can effectively support the bigger Reform process. By using the latest internet technology, the College enhances learning throughout the UN system, in the most cost-effective way possible.

Knowledge management and sharing underpins the totality of the College's work, linking theory with practice in a continuing cycle of systematic generation, sharing and application of knowledge.

In keeping with the College's emphasis on inter-agency approaches, all knowledge management tools and activities developed in 2010 are intended to complement such facilities available in individual agencies.

The Learning Managers' Forum 2010

The College annually hosts a Learning Managers' Forum (LMF), which brings together learning managers from across the UN system and provides an opportunity to discuss common challenges and to benefit from the knowledge and experience of senior leaders in the UN system and world-renown figures in the profession.

In June 2010, the 13th edition of this annual event took place in Turin, bringing together 43 participants from 33 UN agencies and affiliated organizations to discuss on the theme: "Building a stronger UN: Developing leaders at all levels for the future".

Participants were challenged to increase their engagement in inter-agency initiatives within the learning community and significant commitments were made in that direction. The LMF benefits from senior UN officials' valuable expertise as resource persons.





The Dialogue Series 2010

Amongst the various offerings targeting the UN staff at the senior level, the College delivers the Dialogue Series, an annual knowledge-sharing event for Deputy Special Representatives of the Secretary-General (DSRSG) in Political and Peacekeeping missions around the world, as well as for selected headquarters colleagues working with conflict issues. The event is funded by the Government of Germany and implemented in partnership with the Zentrum für Internationale Friedenseinsätze (ZIF) in Berlin.

The Dialogue Series focuses on an emerging thematic issue pertinent to peacekeeping, development assistance and humanitarian intervention.

In 2010, it centered on the theme "*The role of elections in peace processes: when and how do they advance stability or exacerbate conflicts?*" The knowledge sharing event portrayed that while elections play a pivotal role in peace processes, they are also widely considered as the main vehicle for peaceful resolution of political controversies as well as for reconciliation. Post-conflict elections take place in the context of UN peace operations and, as a result, the UN has the critical role of ensuring an orderly and safe conduct of the vote. Nonetheless, due to the competitive patterns embedded in their "winner-loser" dichotomy, elections have an inherent potential for violence and instability that can derail the peace process and hamper both short term recovery and long-term development.

The challenges associated with electoral processes and the roles they can play as connectors or dividers, as well as the resulting power dynamics are issues that have a direct impact on peace operations. The technical quality of an election is important insofar as it advances and protects fundamental political processes and human rights. However, the true measure is whether they engender broad public confidence in the process and the people trust the outcome.

Strategic Learning Exchange on Faith and Development

This new initiative was organized in collaboration with the United Nations Population Fund (UNFPA) and the Joint United Nations Programme on HIV/AIDS (UNAIDS).

The three-day event was a unique occasion for representatives from eight different UN entities to reflect on the interaction between faith and development with representatives of Faith-based organizations such as the Islamic Relief Worldwide, the Young Women's Christian Association or the World Vision. By sharing actual experiences and lessons learned of partnerships between the UN and faith-based communities, the nexus and impacts between faith and development was evaluated.

Feedback received from all the participants, suggested the College should include this learning exchange in its future regular training offer.



Knowledge Fairs

The UN System Staff College and the UN Development Operations Coordination Office (UNDOCO) jointly organized two inter-agency Knowledge Fairs in 2010: a first one was organized in Vienna (Austria) in September, focusing on "Policy Advice vs. Implementation: How to find the right positioning for UN development activities at the country level?"; a second one was organized at the UN Campus in Turin (Italy) in November, focusing on "UN effectiveness in Knowledge Sharing".

The purpose of these face-to-face practitioners' meetings was to provide UN staff with an opportunity to interact, learn from each other, as well as to promote **a culture of sharing knowledge**. They also helped to draw on the expertise available within and across the UN development system for the identification of lessons learned and good practices.

The Knowledge Fairs provided numerous opportunities for networking, learning, and collective reflection in highly participatory, engaging, informal, and stimulating environments. Strong facilitation teams, integrating experts from various UN system organizations, were engaged to ensure these events met their goals. Exhibition stands and speed networking techniques were used to inform participants about showcased initiatives. Group work and facilitated discussions helped participants analyze inter-agency experiences and draw lessons learned.

On-line collaboration through the College's platform "UN Knowledge Campus", social media and multimedia provided broader outreach opportunities to gain insight and contribute to the discussion, as well as to network before, during and after the event.

Enhanced Knowledge Management Competencies: Think UN, Act Smart

Enhancing staff competencies to apply proven KM tools and techniques is a common concern for managers across the UN system today. UNSSC's "Think UN, Act Smart" programme has been designed to respond to this challenge, addressing the needs of UN managers, coordination and programme specialists who seek to strengthen themselves and their teams' capabilities to build upon acquired knowledge and good practice.

A pilot workshop series were held in February and March 2010, to allow the UNSSC to test the KM curriculum and resource team. The course was subsequently delivered in Brasilia to UN staff. This KM course aims to support leadership and managerial efforts to induce cultural change, break "operational silos", foster internal and interagency communication and empower colleagues to leverage their knowledge and experience by building up and strengthening the required skills. It does so, through a hands-on and pragmatic approach to knowledge management.

Measurement for Effective Results-based Management (RBM) workshop

Through a combination of theoretical concepts, drills and UN case studies, this inter-agency workshop strengthens the competencies of participants in evaluation methodology, collecting and analyzing data, reporting results, and using data to manage performance.

Developed in cooperation with the Return on Investment (ROI) Institute (USA), the course complements existing UNSSC initiatives on Results-based Management (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 2010, the College organized the course twice, in Ghana and Kenya.

The Expert Group on Gender Mainstreaming

This meeting was organized by the Office of the Special Adviser on Gender Issues (OSAGI) and UNSSC from 7-9 June 2010 in Turin with the aim of achieving full agreement on the learning objectives and content for: a mandatory basic e-learning module on gender mainstreaming in the UN system; a second level module for senior staff in the UN system; a strategy for mandatory participation in the basic e-learning course for all staff in the UN system; and an action plan for engaging senior managers in capacity development of UN staff in gender mainstreaming at all levels.

The meeting brought together nominated participants from different UN entities, with expertise in areas such as: gender mainstreaming, monitoring and evaluation; men and boys in relation to gender mainstreaming; rights-based approaches; human resources management, e-learning development, learning, training and staff development. Twenty-two representatives of United Nations entities participated in the Expert Group on Gender Mainstreaming. As a result of plenary and group discussions, the content for two e-learning modules

was identified and agreed upon. In addition, a strategy was discussed for the implementation of the e-learning modules as a mandatory basic course for the UN system.

On-line services

The year 2010 marked the College's increasing involvement in developing online tools and activities for the UN system so as to improve the outreach of its services, at an affordable cost.

In an effort to improve access to the College's services, a new online platform was launched to serve as hub for all those knowledge and learning activities which are led or supported by the College. The UN Knowledge Campus (UNKampus) currently acts as a "single entry point" to all UNSSC activities and events offering several possibilities to UN staff members, such as enrolling in a course, contributing to online discussions, seeking or providing peer support, networking, attending "webinars" or downloading resources. Through this platform, over 20 new Communities of Practice (CoPs) were also created and managed.

During the year, in cooperation with the UN Development Operations Coordination Office (DOCO), the College developed two **on-line toolkits** in support of its Peace & Security Programmes. The toolkits were designed to increase staff capacity in conflict prevention analysis and prioritization and assessing the capacity to conduct conflict prevention analysis. Furthermore, by using the thematic area of the human rights approach to programming (HRBA), an on-line analytical compilation of case studies and lessons learned on the subject was widely shared within the system and it received strong appreciation by agency partners. Currently the College is undertaking similar exercises in other thematic areas, looking into successful mainstreaming of common programming principles into the UN Development Assistance Frameworks (UNDAF).

For 2011, new e-learning material is going to be launched, including e-courses on capacity development and gender mainstreaming.







Supporting the PEACE, Security and Staff Safety Efforts of the UN system

Averting violent conflicts and improving the safety and security situation of the United Nations personnel worldwide is central to the United Nations mission. To respond to these challenges, the College offers a number of initiatives and tools in conflict prevention, peacebuilding and staff safety and security.

Safe and Secure Approaches in Field Environments (SSAFE)

The College is responding to the increasing demand for training targeting UN and associated personnel that are exposed to security risks in their operations in conflict-affected areas through its Safe and Secure Approaches in Field Environments (SSAFE) programme which has been developed in synergy with the UN Department for Safety and Security (UNDSS).

The training programme consists of core modules such as radio communications, personal security, mines awareness, travel, convoy and vehicle security, UN security management system, cultural awareness, incidents management, stress management, hostage survival and basic first aid. The training material can be customized to meet country-specific security and safety needs.

Delivery of training in the field is ensured through a pool of UNSSC certified trainers that take part in the Training of Trainers (ToT) workshops, thus producing an ideal multiplier effect which maximizes the outreach of the programme (more than 4,800 people received certified SSAFE training in 2010 alone).

Land, Natural Resources and Conflict Prevention

In partnership with the United Nations Inter-agency Framework for Coordination on Preventive Action, the UNSSC in 2010 has designed and delivered a five-days Training of Trainers course on Land, Natural Resources and Conflict Prevention open to staff of the UN system and the European Union, both at the field and headquarters level.

The course, delivered for the first time in Turin in November 2010, aims at improving the understanding of the relationship between natural resources and conflict, with particular reference to the impact of natural resources on the political, social and economic spheres. As a Training of Trainers course, participants are also provided with pedagogical skills to improve their training abilities and techniques.



Decentralized Governance and Conflict Prevention and Peacebuilding

This course aims to provide participants with insights on the concept of decentralized governance and its relationship with conflict. The objective of the course is to ensure that participants gain sound grounding in the theoretical concepts and supply them with the precise analytic tools and skills to enable them to better understand when and how Decentralized and Local Governance can contribute to conflict prevention and peacebuilding efforts in volatile and post-conflict contexts.

Contributions come from experts and practitioners from the UN system and Academia such as the UNDP Oslo Governance Centre, the UNDP Asia Pacific Regional Centre, the London School of Economics and Political Science, the University of Birmingham and the University of Chile. This programme draws on the experience and knowledge shared during a Forum in Barcelona on "Decentralized Governance and Conflict Prevention", organized by UNSSC in partnership with the International Catalan Institute for Peace and the Office for the Promotion of Peace and Human Rights of the Generalitat of Catalonia in July 2009.

The first cohort of the "Decentralized Governance and Conflict Prevention & Peacebuilding" course took place in

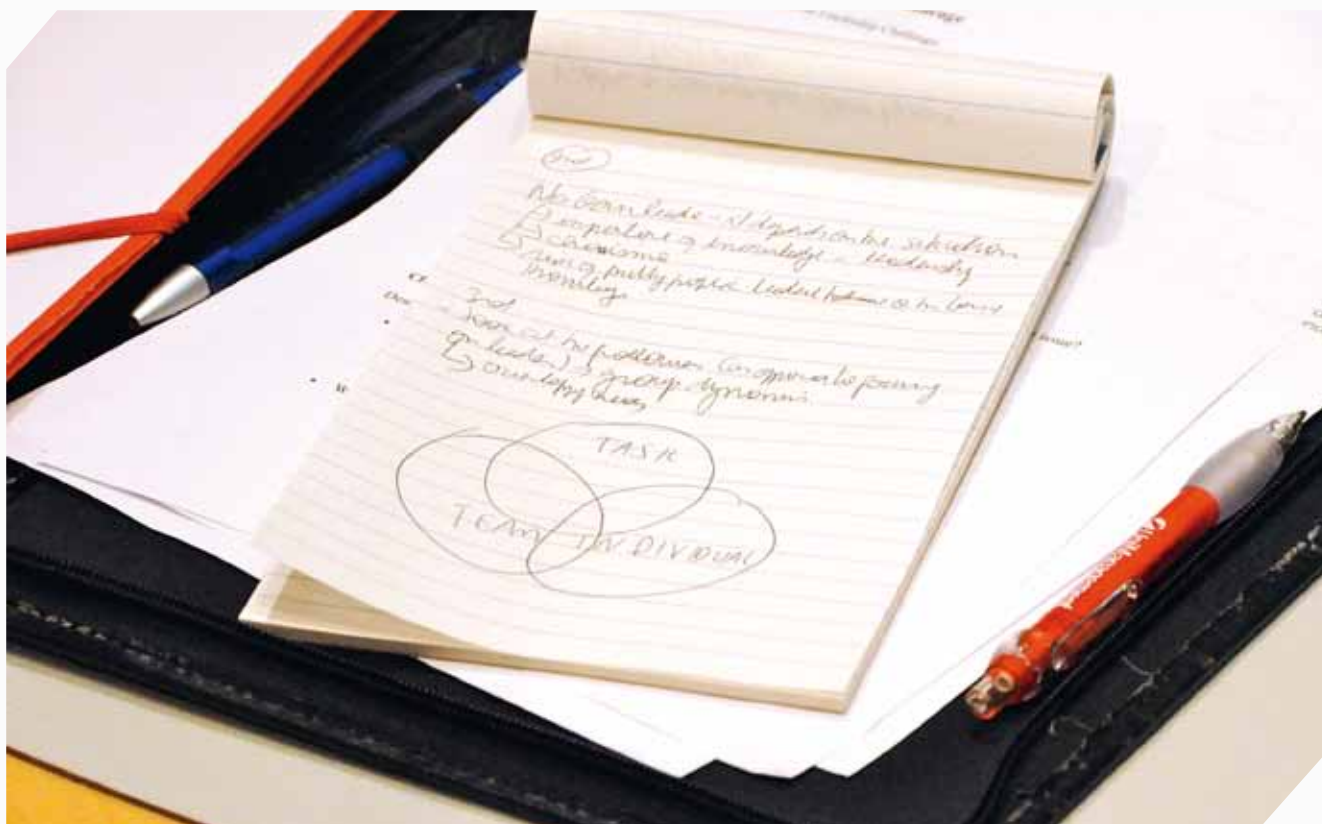
Turin from 22 to 26 November 2010 and draw participants from a variety of different UN Agencies, Funds, Programmes and Missions. The second cohort will be held again in Turin in November 2011.

Conflict Analysis for Prevention and Peacebuilding

Conflict analysis is a key aspect of conflict prevention and peacebuilding work. It provides objective criteria for setting priorities, and contributes to the evaluation of the impact of preventive and peace consolidation programmes. At the same time, conflict analysis is the basis for any peacemaking intervention, since solid conflict assessments help peace mediators best address the needs and interests of the diverse stakeholders involved in a conflict.

The UNSSC offers a course for UN officials to strengthen their capacity in conflict analysis for both preventive and peacebuilding purposes. The course provides practical skills to use conflict analysis in contexts of deteriorating human security, armed conflict, political crisis and other threats to peace.

In 2010, the College offered two courses and developed one online toolkit entitled "Conflict Analysis for Prioritisation" in partnership with the Development Operations Coordination Office (DOCO).



Conflict Prevention: Analysis for Action (CPAA) Training of Trainers

The CPAA Training of Trainers, offered once in 2010 and to be replicated in 2011, seeks to create a pool of trainers and resource persons who are familiar with conflict analysis, peacebuilding and conflict prevention processes and are prepared to provide training, advisory and capacity-building services to UN staff in the field. Their support can vary from country to country depending on the request from the UN country teams and contribute to processes such as the UNDAF, Strategic Assessments, Integrated Strategic Frameworks, Post Conflict Needs Assessments and the development of Peacebuilding Priority Plans.

The overall task of this pool of experts is to enhance the effectiveness of the UN system in integrating conflict analysis and prevention into their programming and planning processes and to support identified priority countries to best address national or regional challenges to peace and development. The training prepares participants to be called upon to offer support in a variety of settings, both in-country and remotely, depending on the demands made by the various actors in the UN system.

The 2010 Training of Trainers saw the participation of 28 conflict experts. About half of them were practiced independent consultants, researchers at prominent universities (Oxford and Tufts University) and practitioners from the Hiroshima Peacebuilding Center, Conciliation Resources, the Institute for War and Peace Reporting, and the UK Stabilisation Unit. The other half of the participants came from various entities of UN system working in crisis and post-conflict countries.









WHAT OUR PARTICIPANTS SAY...

"I found this training course extremely good and enriching. The workshop has provided me with an opportunity to better understand the inter-agency mechanics and the ONE UN concept. It was particularly interesting to exchange with other experienced UN colleagues on best practices and share real life situation from a wide range of different situations."

"I was provoked to thoughts beyond the normal scope of my duties, challenged to think beyond the boundaries of my organization to the broader UN system."

"Inter-agency nature, selection of presenters and materials, thought provoking facilitators..."

"Bringing together UN leaders in an environment that combines learning and innovative approaches. The power of communication, consultation and teamwork. The possibility to work together to achieve common results."

"I highly recommend this course as an inspiring approach to developing UN leaders and ONE UN. The range and quality of speakers was outstanding. The mix of speakers, dialogue, great venue, time for reflection and fun was wonderfully calibrated. It was a flawless group of UN colleagues to work with. UNSSC College staffs are all terrific professionals. I feel so proud to be a UN staff member and leader. "

"Speakers gave real life examples rather than theory.."

"Agencies came together, departments, different groups- administrators, logistics people, programme officers- all came and found more that binds us together than separates us!"

"...sharing experiences with the other Junior Professional Officers in such an intense way has created a relationship among us that I hope will last throughout our careers in order to support each others and to embody the "ONE UN" spirit. The interaction with the other JPOs has been an injection of enthusiasm, which boosted my motivation and commitment to serve the values of the UN to the best of my abilities and I do hope to always honour this."

"The entire Safe & Secure Approaches in Field Environments training in Turin is well planned, coordinated and conducted. I have enjoyed the instructors training style, class management, chronology - step by step training and finally gold medal standard Field Exercise. Group discussions, presentations all were excellent!"

Some 2010 UNSSC Prominent Speakers

- John **Adair**, Leadership Expert, Professor Emeritus at the University of Surrey
- Barbara **Barry**, Director of Learning, One Laptop per Child Foundation, Cambridge, USA
- Robert **Battle**, Artistic Director, Alvin Ailey American Dance Theatre, New York
- Chris **Collison**, renowned Writer
- John **Freeman**, award-winning Writer and Book Critic
- Stephany **Griffith-Jones**, Financial Markets Director at the Initiative for Policy Dialogue, Columbia University
- Ameerah **Haq**, Special Representative of the Secretary-General for Timor-Leste
- Elliott **Harris**, IMF Special Representative to the United Nations
- Hina **Jilani**, advocate of the Supreme Court of Pakistan and human-rights activist
- Richard **Jolly**, Former Deputy Executive Director, UNICEF, Honorary Professor and Research Associate of the Institute of Development Studies at the University of Sussex
- Kyung-wha **Kang**, UN Assistant-Secretary General, Deputy High Commissioner for Human Rights
- Barbara **Kellerman**, Professor, Kennedy School of Government, Harvard University
- John **Lawrence**, Adjunct Professor, School of International and Public Affairs, Columbia University
- Arthur B. **Levin**, Head of Telecommunication Standardization Policy Division, International Telecommunication Union
- Marty **Linsky**, Leadership Expert, Kennedy School of Government, Harvard University
- Thoraya **Obaid**, former USG, Executive Director, UNFPA
- Adebayo **Olukoshi**, Director, UN Institute for Economic Development and Planning
- Geoff **Parcell**, renowned Writer
- Gianpiero **Petriglieri**, Affiliate Professor of Organisational Behaviour, INSEAD Business School
- Jack **Phillips**, Chairman ROI Institute, USA
- Patti **Phillips**, President and CEO, ROI Institute, USA
- Kate **Pickett**, renowned Writer, Professor of Epidemiology, Department of Health Sciences, University of York
- Francesco **Profumo**, Rector, Turin Polytechnics
- Otto **Scharmer**, Senior Lecturer, Massachusetts Institute of Technology
- Gita **Sen**, Professor, Indian Institute of Management Bangalore, India
- Javier **Solana**, President, Centre for Global Economy and Geopolitics, ESADE Business School, Spain & former European Union's High Representative for Common Foreign and Security Policy
- Hamadoun I. **Touré**, Secretary-General, International Telecommunication Union
- Jan **Vandemoortele**, former UN Resident and Humanitarian Coordinator in Pakistan
- Hans **von Sponeck**, former ASG, Humanitarian Coordinator in Iraq
- Eric **Whitacre**, Composer, Conductor and Lecturer





RESOURCES AND PARTNERSHIPS

The College places great importance to increasing its partnerships both inside and outside the UN system as a strategic tool for achieving its goals and objectives. Its partnership strategy is driven by the following criteria:

a) expand partnerships within the UN system, both with inter-agency bodies and various departments, to better meet the needs they express and cater for them; b) create key synergies with some of the most renowned academia and subject matter experts - including from the private sector - to increase the quality of its services, to ensure that the College's programmes are up to date with the latest learning methodologies and to make its services more attractive for participants; and c) further diversify its funding.

The College and the UN system

In fulfilling its mandate, the Staff College works with a variety of partners in the UN system. Indeed, there are many entities within the United Nations which find common cause with the College in terms of encouraging an integrated inter-agency approach to strategic issues. Such partnerships may take the form of jointly-designed and funded training programmes; financing of specific activities; or simply support by sending participants to courses on offer.

One of the longest partnerships has been with the UN Development Group as already highlighted in this Report, but in 2010, the College initiated another important tripartite alliance with the UN Department of Peacekeeping Operations/Department of Field Support (DPKO/DFS) and UNITAR in the area of peacekeeping.

This new venture developed in direct response to the Secretary-General's report on the progress in peacekeeping training (A/65/644) which called for the three entities "to collaborate on the delivery of the Senior Mission Leaders' Course and the development and eventual delivery of the common peacekeeping curriculum and scenario-based exercises" (A/65/644, chapter IV, paragraph 26).

A cooperation framework will be formalized in 2011 which will enable the UNSSC and UNITAR to support DPKO/DFS in providing management, job specific and technical training to its civilian workforce.

The College and the wider community

In an effort to benefit from knowledge and experience of world renowned academic institutions, the College has built a strong tie with the Harvard University's Kennedy School of Government, and the Massachusetts Institute of Technology (MIT). Currently three faculty members of these universities serve as experts of the College's UN Leaders Programme. Thanks to the UNCT Leadership and Coordination Skills course, the College was also able to form a long term relationship with the INSEAD Business School.

Moreover, in 2010, the College used its leadership offerings as an entry point to build partnerships with the wider UN community (e.g., World Bank, IMF) and with the private sector (the FIAT Group, the Unicredit Training Centre/Unimanagement and Novartis). At the same time, the College further developed ties with high-level representatives from the NGO community such as the Greenpeace and One Laptop per Child who also contributed to the College's sponsored events.

As part of its 2010 programmatic strategy, the UNSSC is strengthening relationships with institutions from the South. That includes featuring speakers from the Dakar-based Institute for Economic Development and Planning (IDEP) and the Indian Institute of Management.

Finally, the Staff College continued to pair with the Italian Army (Brigata Alpina Taurinense) to jointly deliver ad-hoc practical exercises for UNSSC participants to enhance their abilities to react and lead through simulations of real security threats that can occur in the field.

Resource Mobilization

With a modest core budget, the College mobilizes funds through tuition fees, as well as from its various partners comprising multilateral and bilateral donors, in particular, the Host Country (Italy) and the Swedish Development Cooperation Agency (SIDA). The Turin-based Compagnia di San Paolo Foundation, local authorities and academia also contribute to the College's activities.

Thanks to its partnership strategy, in 2010, the College was able to introduce eleven new courses and develop three new knowledge products that were added to its portfolio. In an effort to lessen donor dependency while expanding partnerships, the College was able to raise a record \$6.470 million of self-generated income.



GLOSSARY OF ACRONYMS

ASG:	Assistant Secretary-General
CEB:	Chief Executives Board
CoP:	Community of Practice
CPAA:	Conflict Prevention: Analysis for Action
DFS:	Department of Field Support
DOCO:	UN Development Operations Coordination Office
DPKO:	Peacekeeping Operations
DSG:	Deputy Secretary-General
DSRSG:	Deputy Special Representatives of the Secretary-General
ECOSOC:	Economic and Social Council
EIA:	Evaluation and Impact Assessment
ETRP:	Expert Technical Review Panel
HLCM:	High-Level Committee on Management
HLCP:	High-Level Committee on Programmes
HRBA:	Human Rights Based Approach
JPO:	Junior Professional Officer
IDEP:	Institute for Economic Development and Planning
ILO:	International Labour Organization
IMF:	International Monetary Fund
KM:	Knowledge Management
LMF:	Learning Managers Forum
MDGs:	Millennium Development Goals
MIT:	Massachusetts Institute of Technology
NGO:	Non-governmental Organisation
PCM:	Project Cycle Management
PCNA:	Post Conflict Needs Assessment
RBM:	Results-based Management
ROI:	Return on Investment
SIDA:	Swedish Development Cooperation Agency
SSAFE:	Safe and Secure Approaches in Field Environments
ToTs:	Training of Trainers
UNCTs:	United Nations Country Teams
UNDAF:	United Nations Development Assistance Framework
UNDESA:	United Nations Department for Economic and Social Affairs
UNDG:	United Nations Development Group
UNDOCO:	United Nations Development Operations Coordination Office
UNITAR:	United Nations Training and Research Institute
UNSSC:	United Nations System Staff College
ZIF:	Zentrum für Internationale Friedenseinsätze

Outreach of UNSSC's Activities





ACTIVITIES

Year 2010 with number of participants

JANUARY	COUNTRY	PART.
UNDAF Methodology Review Meeting	USA	15
Integrated UN Management Retreat	Liberia	41
Communication Skills for Junior Diplomatsv	Italy	25
FEBRUARY		
UNCT Annual Retreat	Kosovo	29
UNCT Strategic Planning Retreat	Burkina Faso	39
UNCT Annual Retreat	Egypt	52
MARCH		
UNCT Leadership and Coordination Skills	Italy	24
Regional UNDAF Workshop for Hispanophone Latin America and the Caribbean Office	Panama	40
Regional UNDAF Workshop for Asia & Pacific	Thailand	73
Regional UNDAF Meeting for Anglophone Latin America and the Caribbean Office	Barbados	25
Regional UNDAF Workshop for Western & Central Africa	Ghana	69
Conflict Prevention: Analysis for Action (CPAA) Training of Trainers	Italy	28
APRIL		
Human Rights Based Approach and Results Based Management Workshop	Philippines	31
Regional UNDAF Workshop for Arab States	Egypt	45
Regional UNDAF Workshop for Southern & Eastern Africa	Kenya	56
Safe and Secure Approaches in Field Environments (SSAFE) Training of Trainers	Italy	23



MAY	COUNTRY	PART.
DevInfo Workshop	Italy	16
Common Services Training of Trainers	Egypt	23
Human Rights Based Approach and Results Based Management Workshop	Dominican Republic	23
Induction Workshop for Coordination Officers	USA	44
Human Rights Based Approach and Results Based Management Workshop	Mongolia	37
UNCT Strategic Planning Retreat	Mongolia	112
UNCT Strategic Planning Retreat	Ukraine	33
Preliminary Prioritisation Workshop	Mozambique	14
Evaluation and Impact Assessment (EIA) of Learning - COURSE	Italy	11
Evaluation and Impact Assessment (EIA) of Learning – CLINIC	Italy	7
UN Leaders Programme	Italy	21
JUNE		
Human Rights Based Approach and Results Based Management Workshop	Italy	30
UNCT Leadership and Coordination Skills	Italy	25
Human Rights Based Approach and Results Based Management Workshop	El Salvador	22
Human Rights Based Approach and Results Based Management Workshop	Ethiopia	34
Human Rights Based Approach and Results Based Management and Gender Workshop	Barbados	26
Human Rights Based Approach and Results Based Management Workshop	Honduras	51
Expert Group Meeting on Gender	Italy	29
Learning Managers Forum	Italy	43
Safe and Secure Approaches in Field Environments (SSAFE) Training of Trainers	Kenya	26
Enhancing Communication Skills and Media Relations for Diplomacy	Italy	14

JULY	COUNTRY	PART.
Global Training of Trainers	Italy	32
Human Rights Based Approach Workshop	Guyana	52
Training of Trainers on Environmental Sustainability in the UNDAF	Italy	31
UNDAF Induction Workshop	Syria	40
Human Rights Based Approach and Results Based Management Workshop	Jamaica	47
Human Rights Based Approach and Results Based Management Workshop	Central African Republic	29
Human Rights Based Approach and Results Based Management Workshop	Eritrea	53
UNCT Strategic Planning Retreat	Zimbabwe	93
Measurements for effective Results Based Management Workshop	Kenya	38
Evaluation and Impact Assessment (EIA) of Learning - COURSE	Kenya	14
Evaluation and Impact Assessment (EIA) of Learning - CLINIC	Kenya	12
Think UN, Act Smart: Leveraging Experience and Good Practice	Italy	15
UN Leaders Programme	Italy	21
AUGUST		
Human Rights Based Approach and Results Based Management Workshop	Peru	30
Human Rights Based Approach and Results Based Management Workshop	Ghana	48
UNCT Strategic Planning Retreat	Bangladesh	66
SEPTEMBER		
UNCT Strategic Planning Retreat	Italy	68
Regional Common Services Training	Guyana	26
Human Rights Based Approach and Results Based Management Workshop	Italy	24
UNCT Strategic Planning Retreat	Syria	116
UNCT Strategic Planning Retreat	Jamaica	135
UNCT Strategic Planning Retreat	Central African Republic	75
UNCT Leadership and Coordination Skills	Eritrea	31



SEPTEMBER	COUNTRY	PART.
Human Rights Based Approach and Results Based Management Workshop	Zimbabwe	42
UNCT Strategic Planning Retreat	Kenya	48
Regional Common Services Training	Kenya	34
UNCT Strategic Planning Retreat	Kenya	41
Country Analysis and Comparative Advantage Validation Workshop	Italy	32
Young Professionals Orientation Programme	Italy	37
Conflict Analysis for Prevention and Peacebuilding Course	Italy	32
The Secretary-General's Retreat 2010	Italy	63

OCTOBER		
UNCT Strategic Planning Retreat	Ethiopia	53
Training on conflict analysis within the UNDAF	Republic of Guinea	30
UNCT Strategic Planning Retreat	Yemen	200
UNCT Strategic Planning Retreat	Sao Tome	44
UNCT Strategic Planning Retreat	Syria	112
UNCT Strategic Planning Retreat	Montenegro	55
UNCT Strategic Planning Retreat	Morocco	117
UNCT Strategic Planning Retreat	Barbados and OECS	19
UNCT Annual Retreat	Russia	20
UNCT Strategic Planning Retreat	Mauritania	39
UNCT Strategic Planning Retreat	Albania	20
UNCT Strategic Planning Retreat	Ghana	59
Think UN, Act Smart: Leveraging Experience and Good Practice	Brazil	26
Safe and Secure Approaches in Field Environments (SSAFE) Training of Trainers	Italy	24
Training on conflict analysis within the UNDAF	Republic of Guinea	45
Enhancing Communication Skills and Media Relations for Diplomacy	Italy	25

NOVEMBER	COUNTRY	PART.
UNCT Leadership and Coordination Skills	Italy	34
Comparative advantage workshop	Jamaica	17
UNCT Strategic Planning Retreat	Tunisia	60
Human Rights Based Approach Workshop	Suriname	38
UNCT Strategic Planning Retreat	Kyrgyzstan	53
UNCT Strategic Planning Retreat	Lao PDR	35
Comparative Advantage Workshop and Strategic Planning Retreat	Honduras	80
UNCT Strategic Planning Retreat	Senegal	58
UNCT Strategic Planning Retreat	Central African Republic	51
Measurements for Effective Results Based Management Workshop	Ghana	28
Knowledge Management Fair	Italy	65
Conflict Analysis for Prevention and Peacebuilding Course	Italy	20
Decentralized Governance and Conflict Prevention & Peacebuilding	Italy	17
Land, Natural Resources and Conflict Prevention Training of Trainers	Italy	29
UN Leaders Programme	Italy	19
Strategic Learning Exchange on Faith & Development	Italy	38
DECEMBER		
UNCT Strategic Planning Retreat	Gabon	33
UNCT Strategic Planning Retreat	Jamaica	25
UN Fellows Workshop: Tools for Development Cooperation	Italy	20
Conflict Analysis for Prevention and Peacebuilding	Nepal	25
Dialogue Series	Italy	31
Secure and Safe Approaches in Field Environments (SSAFE) courses run by certified SSAFE trainers		4,809
PARTICIPANTS IN FACE-TO-FACE ACTIVITIES		9,154
USERS OF ON-LINE UNSSC LEARNING ACTIVITIES		5,149
TOTAL BENEFICIARIES IN 2010		14,303



FINANCIAL DATA

Expenditure by biennia

(expressed in US dollars)

OBJECT CLASS	2006 - 2007 BIENNIUM EXPENDITURE	2008 - 2009 BIENNIUM EXPENDITURE	2010 - 2011 BIENNIUM EXPENDITURE
Salaries and other personnel costs	\$ 8,454,203	\$ 10,961,334	\$ 14,947,158
Travel	\$ 1,582,716	\$ 2,923,533	\$ 3,872,815
Contractual services	\$ 1,542,274	\$ 514,418	\$ 744,507
Operating expenses	\$ 1,647,132	\$ 2,228,982	\$ 2,577,805
Acquisitions	\$ 213,975	\$ 264,480	\$ 522,225
TOTAL EXPENDITURE	\$ 13,440,299	\$ 16,892,748	\$ 22,664,511

Note

- 1) 2006-2007 expenditure is based on the UNOG statement of income and expenditure for the biennium 2006-2007 ending 31 December 2007
- 2) 2008-2009 expenditure is based on the UNOG statement of income and expenditure for the biennium 2008-2009 ending 31 December 2009
- 3) 2010-2011 expenditure is based on the UNOG statement of income and expenditure for the biennium 2010-2011 ending 31 December 2010 and approved budget for the year 2011.

**BIENNIUM
2010 - 2011**

\$ 22,664,511

**BIENNIUM
2008 - 2009**

\$ 16,892,748

**BIENNIUM
2006 - 2007**

\$ 13,440,299

Expenditure by year

(expressed in US dollars)

OBJECT CLASS	2009 EXPENDITURE	2010 EXPENDITURE	2011 EXPENDITURE *
Salaries and other personnel costs	\$ 5,778,976	\$ 6,661,160	\$ 8,285,998
Travel	\$ 1,183,532	\$ 2,370,761	\$ 1,502,054
Contractual services	\$ 254,809	\$ 194,900	\$ 549,607
Operating expenses	\$ 1,157,023	\$ 1,345,605	\$ 1,232,200
Acquisitions	\$ 145,836	\$ 206,825	\$ 315,400
TOTAL EXPENDITURE	\$ 8,520,175	\$ 10,779,252	\$ 11,885,259

Note

- 1) 2009 expenditure is based on the UNOG statement of income and expenditure for the biennium 2008-2009 ending 31 December 2009
 - 2) 2010 expenditure is based on the UNOG statement of income and expenditure for the biennium 2010-2011 ending 31 December 2010
- * 2011 expenditure is based on the approved budget for the year 2011

2011

\$ 11,885,259

2010

\$ 10,779,252

2009

\$ 8,520,175



UN agencies core contributions

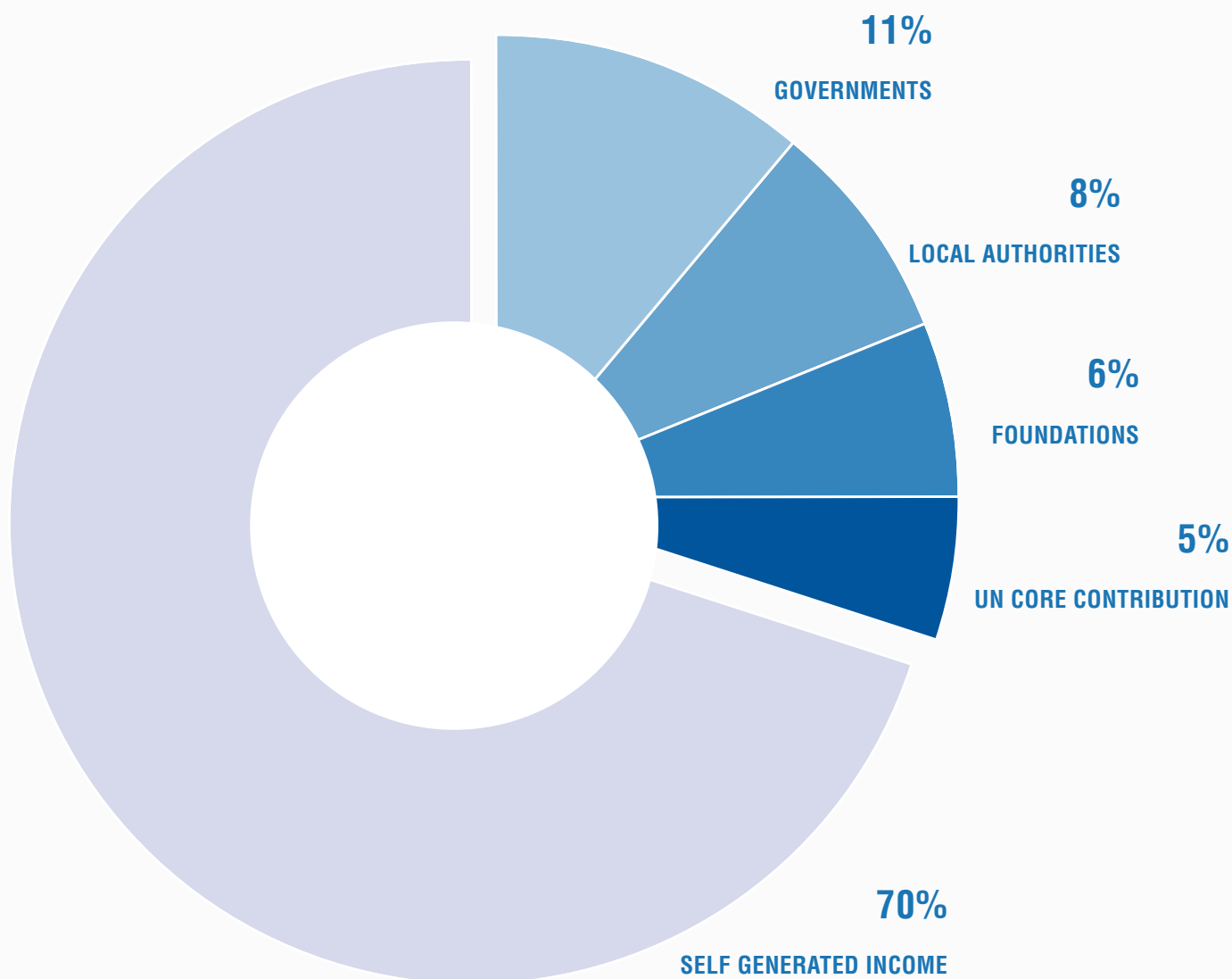
(expressed in US dollars)

AGENCY	CONTRIBUTION FOR 2010
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 (Secretariat)	\$ 150,424
UNOPS	\$ 7,068
UNRWA	\$ 2,130
UPU	\$ 1,714
WFP	\$ 13,964
WHO	\$ 47,572
WIPO	\$ 7,575
WMO	\$ 2,758
TOT	\$ 500,000

Origin of contributions

(expressed in US dollars)

Local Authorities	\$ 736,780
Foundations	\$ 534,242
UN Core Contribution	\$ 500,000
Self Generated Income	\$ 6,470,068
Governments	\$ 996,104
TOTAL	\$ 9,237,194





Assets, liabilities, reserves and fund balances*

(expressed in US dollars)

ASSETS	
Cash and term deposits	\$ 741,327
Cash Pool	\$ 15,412,922
UN Agencies contributions receivables	\$ 497,881
Interfund receivable	\$ 11,510
Deferred Expenditures	\$ 300,943
TOTAL ASSETS	\$ 16,964,584
LIABILITIES	
Deferred Payable	\$ 370,699
Deferred Income	\$ 786,471
Unliquidated obligations	\$ 1,129,860
TOTAL LIABILITIES	\$ 2,287,030
RESERVES AND FUND BALANCES	
Operating reserves	\$ 1,616,888
Refund to donors	\$ -235,064
Prior period savings	\$ 275,173
Cumulative surplus (deficit)	\$ 13,020,557
TOTAL RESERVES AND FUND BALANCES	\$ 14,677,554
TOTAL LIABILITIES RESERVES AND FUND BALANCES	\$ 16,964,584

* as of 31 December 2010

The UNSSC thinks about the environment. This book has been printed on fully recycled paper. Turin, April 2011





Viale Maestri del Lavoro, 10
10127 Turin, Italy
tel +39 011 65 35 911
fax +39 011 65 35 902
info@unssc.org
www.unssc.org