



UNITED NATIONS SYSTEM STAFF COLLEGE
ANNUAL REPORT

2018



04.
WELCOME

06.
ABOUT US

08.
WHAT MAKES US UNIQUE

10.
OUR KNOWLEDGE EXPERTISE

12.
OUR DRIVERS

14.
HIGHLIGHTS FROM THE YEAR

19.
WHERE WE SERVED

21.
WHO WE SERVED

23.
END OF COURSE EVALUTATION

25.
WHAT OUR BENEFICIARIES SAY

29.
BOARD OF GOVERNORS

31.
EXPENDITURE BY YEAR

33.
TOTAL FUNDING BY SOURCE

35.
CORE CONTRIBUTIONS FROM UN ORGANIZATIONS

37.
STATEMENT OF FINANCIAL POSITION

39.
OUR THANKS TO



Since its inception, the United Nations System Staff College (UNSSC) has been an organization that has continuously grown and refined its expertise in order to serve the UN system and its partners – and meet evolving requirements.

The year 2018 was no exception. Particularly because it marked the start of the application of our four-year strategic framework. The framework defines UNSSC's current and future direction, as well as priorities. Our efforts focus on empowering UN staff and partners – with the skills and knowledge to enable them to support the achievement of the 2030 Agenda, UN reforms and the Sustaining Peace resolutions.

Over the course of the year, UNSSC learning programmes reached more than 25,000 beneficiaries around the world. In fact, 63% of our offerings were delivered away from the campuses in Turin and Bonn. This is indicative of efforts to provide learning that is truly global, flexible and forward-looking.

I invite you to read this report to know more about how UNSSC has been supporting the Secretary General's endeavour to accelerate system-wide change and transform the way we work.

I would like to express my gratitude to everyone who has supported us and made 2018 a fulfilling and successful year for the organization.

welcome

Jafar Javan
UNSSC Director

A handwritten signature in blue ink, appearing to read 'Jafar Javan', positioned below the printed name and title.

about us



Established on 1 January 2002, we are the learning organization of the United Nations system - headquartered in Turin, Italy with our Knowledge Centre for Sustainable Development in Bonn, Germany.

We provide high-quality and effective programmatic learning to empower UN staff and partners with competencies, and knowledge to support the UN system and Member States to achieve a better future for all.

Our Vision:

To provide skills and knowledge to empower the most valuable resource of the UN system: our people.

Our Mission:

To contribute to a more effective, results-oriented, and agile United Nations through learning, training, and knowledge dissemination.

what makes us unique



WE ARE UN

We are part of the UN family, and therefore well positioned to support the various UN reform efforts and transfer key principles and concepts underpinning the global policy frameworks of the 2030 Agenda for Sustainable Development and the Sustaining Peace resolutions. We understand what it means to work in the United Nations - be it in the field or at headquarters, in low, middle, or high-income countries, in programmes or in operations, in entry-level or management positions.



WE ARE TRULY INTER-AGENCY

We are the only United Nations learning provider with an inter-agency mandate. As such, beyond bringing together UN staff from across the system through our learning and training offerings, our comparative advantage lies in the ability to provide an inter-agency perspective based on our wide and varied engagement with different entities within the UN and beyond.



WE WORK IN PARTNERSHIP, CONNECTING EXPERTS AND PRACTITIONERS

We blend external expertise with practical UN experience. Each programme features subject-matter experts from renowned academic institutions, think tanks, the private sector and civil society, together with experienced UN practitioners. This allows for a rich exchange of experiences and perspectives, and fosters unique dialogue spaces in the spirit of multi-stakeholder collaboration.



WE ARE ACCESSIBLE

We offer residential courses in state-of-the-art facilities at the UN Campuses in Turin, Italy and Bonn, Germany. We also deliver training in over 50 countries each year, thanks to our mobile team of trainers. In addition, we have numerous distance learning courses which combine self-paced online learning and live sessions with the course instructor and participants from the UN system and beyond. UN staff, as well as partners, can learn how they want, when they want and still benefit from an interactive experience.



WE ARE FLEXIBLE

We design and deliver learning programmes on-demand, customised to meet the specific needs of organizations, departments, peace operations, or inter-agency groups.

Our **knowledge expertise**



Change
and innovation

Core
Professional
Skills

Leadership
Development

Management
Development

Safety
and Security

Sustainable
Development

Sustaining
Peace



our drivers

In 2018, our new 4-year strategic plan identified the 2030 Agenda for Sustainable Development, along with the Sustaining Peace resolutions and the UN reform efforts, as the main drivers for our current and future work. These global frameworks all call for transformation, innovation and change in the way the United Nations and its stakeholders work and act. As the learning organization of the UN system, we are best equipped to enable this transformation by building relevant professional competencies, knowledge and skills. Conscious that traditional training alone is not enough to stimulate changes in institutional behaviours and performance, we catalysed our varied learning offer through three “knowledge centres”, each focusing on knowledge solutions in the areas of “Sustainable Development”, “Leadership and Management development” and “Peace and Security”.

Bringing the 2030 Agenda to life

Our Knowledge Centre in Bonn is dedicated to developing capacities of the UN system and stakeholders to bring the 2030 Agenda to life through a plethora of learning offerings and knowledge assets.

Through the Centre, we piloted trainings for national civil servants in countries including India, Turkey, and Iraq – to support them in developing and taking ownership of their national sustainable development strategies. We offered a specially designed Training of Trainers programme to ensure rollout of the 2030 Agenda mainstreaming and localisation processes.

In addition, first edition of a learning exchange on capacity-building for the 2030 Agenda for public administration schools from six countries at the 2018 High Level Political Forum took place.

The year ushered in a positive trend of an increase in participants from governments, civil society organizations, academia, and the private sector – reinforcing our commitment to bring about behaviour change by ensuring different stakeholders internalise the paradigm shift brought about by the 2030 Agenda.

Towards a coherent narrative and common understanding of the Sustaining Peace agenda

The 2030 Agenda and the twin resolutions adopted by the General Assembly and Security Council on Sustaining Peace recognise the need for the UN system to work collectively across sectors to provide support to Member States on building a sustainable, peaceful future. Both represent system-wide frameworks that place prevention as a key priority and responsibility.

The concept of Sustaining Peace, in particular, puts emphasis on preventive actions that cut across all pillars and work streams of the UN system—from humanitarian action and peacekeeping to peacebuilding and sustainable development.

Supporting the convergence of these efforts is our overarching goal. Over the past year, we worked on enhancing the capacities of the UN system to leverage its catalytic role to support collective prevention efforts before, during and after conflict at the local, national, regional and global levels.

We have tailored learning and training products to provide UN staff and key partners with a coherent narrative and common understanding of the Sustaining Peace agenda and its applications across the humanitarian-development-peace nexus.

Through a variety of capacity-building initiatives—we have also focused on equipping UN staff and key stakeholders with the necessary mindset, knowledge and skills to address contemporary peace and security challenges and to operate in complex environments.

Developing leadership, management and core professional competencies for UN Reforms

The Secretary-General’s reforms require all three pillars of the UN to change the way they do business and seek to empower managers and staff, simplify processes, increase accountability and transparency and improve on the delivery of our mandates.

We worked tirelessly to provide a wide spectrum of UN staff with relevant, first-class learning opportunities to develop leadership, management and core professional competencies. Our programmes continued to support a culture of change and innovation across the UN.

Through our UN Laboratory for Organizational Change and Knowledge (UNLOCK) project, we succeeded in increasing our support to strengthening the UN system’s capability to undertake reform efforts.

The UN Secretariat, UNHCR, UN Women, UNFCCC, OCHA and UNOG are some of the UN system organizations receiving ad-hoc change management services through the UNLOCK initiative. The UNLOCK Network Peer Exchange for Change Management Practitioners, which took place in New York, was attended by approximately 30 senior level change practitioners from across the UN system.

Of particular significance were the change management advisory services and support provided to the UN Secretariat in relation to the implementation of the DOS and the development of a benefits management approach and methodology to support the S-G’s Management Reform agenda.

These engagements have included numerous customised training and facilitation interventions, as well as conducting and evaluating six pilot initiatives to inform the reform coordination team, respectively.

We developed a Case Study on “Delivering successful change on diversity and inclusion in the UN” and organized several activities in major UN hubs to disseminate and foster reflection on its conclusions.

highlights from the year



Promoting sustainable development through educational institutes

We launched our Master in International Development programme in partnership with the IE School of Global and Public Affairs in Madrid, Spain.

We aim to create a conduit for the next generation of leaders equipped with the skills required to address the challenges posed by the 2030 Agenda for Sustainable Development. The 10-month programme is built around the 5 Ps defined by the agenda—People, Planet, Prosperity, Peace, and Partnership. An immersive week at a United Nations office will provide students first-hand experience. The first cohort of the programme will begin in October 2019.



A decade of the UN leadership programme

Ten years ago, we called for a wide-ranging consultation among UN learning managers, academic experts and international leadership practitioners. This process culminated in the birth of the UN Leaders Programme – an inter-agency leadership development opportunity for Director-level staff. Since then, we have welcomed over 700 participants, exposing them to the insights of more than 200 world-renowned speakers from different areas. In 2015, the programme was adopted as the official leadership development programme for the UN Secretariat, a collaboration that we deeply value. In 2018, we have launched a new inter-agency consultation to revisit and define the programme priorities in light of the adoption of the UN System Leadership Framework.

Empowering country team leaders

As the UN Development system was gearing-up towards its most comprehensive and ambitious system-wide reforms in its history, we supported UN Country Teams to understand the scope of change through our tailored courses. Amongst others, we launched a completely revised leadership course, 'Leveraging UN Country Teams for the 2030 Agenda'.

The programme prepares UN senior leaders to drive the transformative agenda in line with national priorities and needs. Experiential learning methodology is applied to equip participants' capacities for systems thinking, strategic communication, and collaborative leadership. More than 50 leaders benefitted from the programme's two editions during the year.



Enlarging our partnership base: the Commonwealth

Commonwealth Secretary-General Patricia Scotland and our Director Jafar Javan signed a partnership agreement for the design and delivery of leadership programmes. The partnership lays particular emphasis on achieving the goals of the 2030 Agenda for Sustainable Development and is the first of its kind for both institutions

Concurrently, the first jointly designed learning programme – Leading for Sustainable Development – held its inaugural edition. It was attended by senior UN officials from across the world, Commonwealth country ambassadors and NGO representatives. The programme is designed to equip leaders with key concepts and tools of systems thinking to address the interconnected and interdependent challenges of sustainable development.





Prioritising road safety

Increasing crash trends have resulted in over 2,800 casualties since 2015. The need to address road safety in a systematic fashion is an absolute priority in order to achieve the 2030 target of halving serious casualties.

In October, we hosted the first system-wide workshop on road safety to support the UN system discussing a collective approach to road safety training and learning.

The workshop identified 12 principles to guide development of a standardized training and learning programme responsive to the different needs and operating profiles found within the UN system. We began working towards establishing a UN Centre for Road Safety, which will serve as a specialised resource to support UN organizations in development of concrete, evidence-based road safety programmes.



Making an impact with women leaders

In 2018, we studied the impact of our Leadership, Women and the UN Programme, which has welcomed over 350 women leaders from 55 UN entities. Alumnae shared their stories during in-depth interviews and the programme received a 100% recommendation rate. The popular programme supports the professional growth of participants, improves their on-the-job performance, and expands their inter-agency network. Responding learning managers reported high appreciation of the content, a positive return on investment, as well as willingness to sponsor the participation of other staff members.



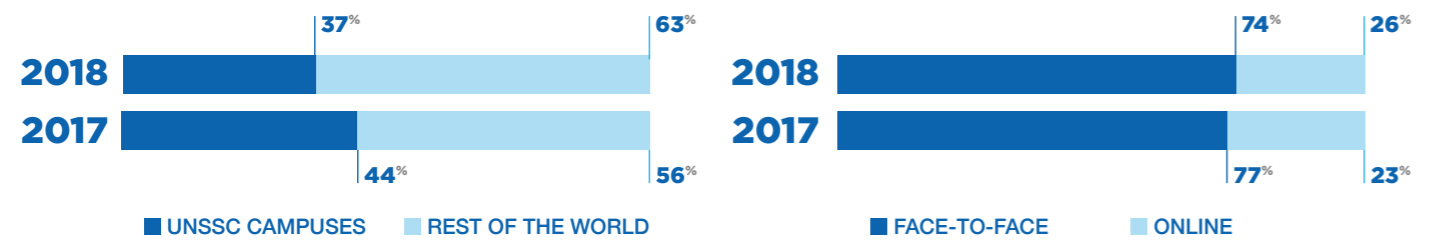
Building women's capacity for Sustaining Peace in West Africa and the Sahel

We combined our expertise in training design with our understanding of conflict analysis to launch a new initiative titled 'Building Women's Capacity for Conflict Analysis and Prevention in West Africa and the Sahel'. The first design meeting took place in Dakar with prominent partners including the West Africa Network for Peacebuilding, the Kofi Annan International Peacekeeping Training Centre, the Nigerian Centre for Human Rights, Peace and Development, the Working Group on Women, Youth, Peace and

Security, the ECOWAS Gender Development Centre and UNOWAS.

Combining our expertise in training design with our understanding of conflict issues in the region, the initiative aims to strengthen local capacity and to leverage on women's leadership to ensure that training and capacity building do not become an end in itself but a vehicle to support prevention and sustaining peace efforts on the ground.

where we served



Over 63% of our programmes were delivered away from our own campuses in Turin and Bonn. A result of a conscious effort, this enables us to support our learners through flexibility and relevance not only in course content but also location. This is particularly vital to strengthen efforts towards the 2030 Agenda at the Country Team level.

26% of all UNSSC offerings consisted of e-learning and blended trainings – a stable ratio over the last years – further enhancing our ability to reach field staff.

-  AFGHANISTAN
-  AUSTRIA
-  BURUNDI
-  CAMEROON
-  CENTRAL AFRICAN REPUBLIC
-  CHAD
-  CHILE
-  COLOMBIA
-  DEMOCRATIC REPUBLIC OF THE CONGO
-  DENMARK
-  EGYPT
-  EL SALVADOR
-  ETHIOPIA
-  FRANCE
-  GEORGIA
-  GERMANY
-  GUINEA-BISSAU
-  HAITI
-  HUNGARY
-  INDIA
-  IRAQ
-  ITALY
-  JAMAICA
-  JORDAN
-  KENYA
-  LEBANON
-  LIBYA
-  MALAWI
-  MALAYSIA
-  MALI
-  MEXICO
-  NEPAL
-  NIGER
-  NIGERIA
-  NORWAY
-  PAKISTAN
-  PANAMA
-  PAPUA NEW GUINEA
-  REPUBLIC OF THE CONGO
-  SENEGAL
-  SOMALIA
-  SOUTH AFRICA
-  SOUTH SUDAN
-  SUDAN
-  SWITZERLAND
-  SYRIA
-  THAILAND
-  TUNISIA
-  TURKEY
-  UKRAINE
-  UNITED STATES
-  YEMEN

who we served



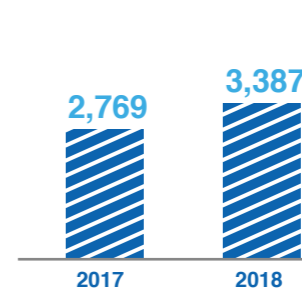
TOTAL BENEFICIARIES

25,025

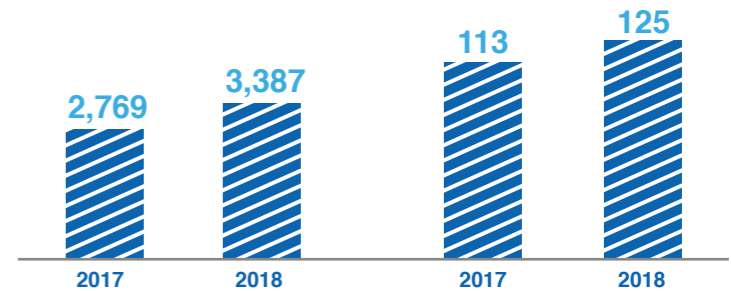


The total number of learners trained by UNSSC saw a surge in 2018 characterised by a 22% increase in comparison to the previous year. While the number of activities delivered by UNSSC trainers rose by 11%.

NO. OF LEARNERS IN UNSSC DIRECT TRAINING
+22%



NO. OF ACTIVITIES UNSSC DIRECT TRAINING
+11%



DIRECT TRAINING

3,387

Learners who directly benefited from UNSSC courses and learning events delivered face-to-face or online.

INDIRECT TRAINING

16,506

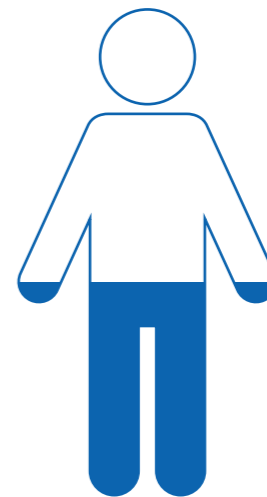
Learners trained by UNSSC certified trainers in the area of UN staff safety and security.

KNOWLEDGE SHARING SERVICES & OPPORTUNITIES

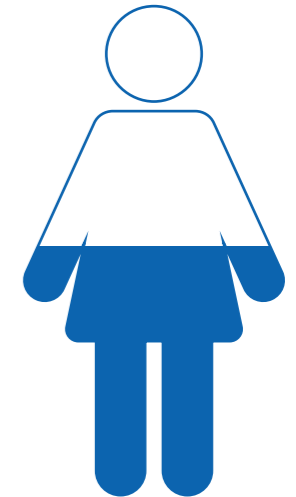
8,519

Users who actively benefited from UNSSC webinars, communities of practice, web-based learning platforms, and other online services.

MALE AND FEMALE LEARNERS

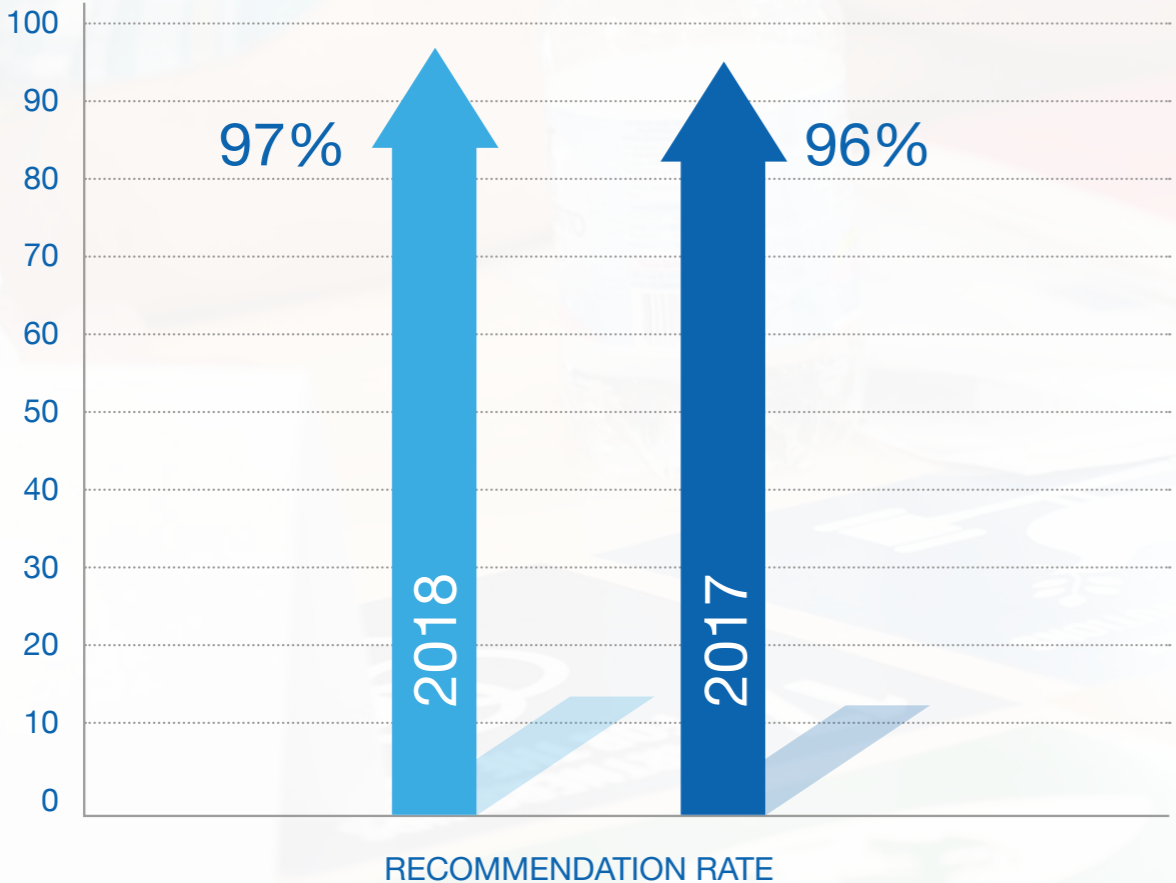


47%

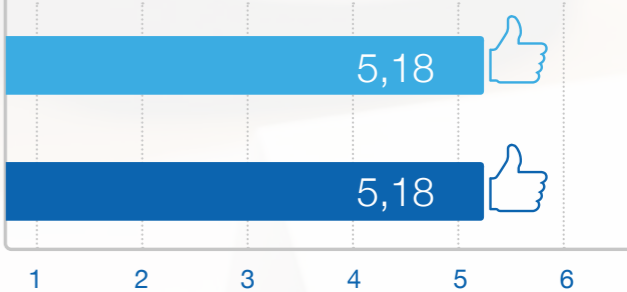


53%

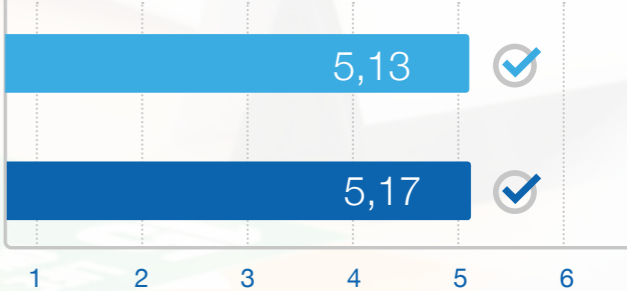
end of course evaluation



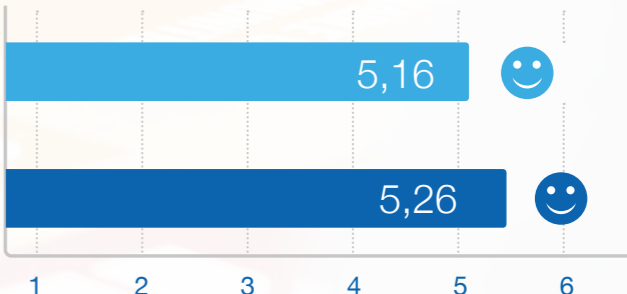
How satisfied are you with the overall quality of the training you attended?
(1=no at all, 6=fully)



How relevant to your work was the training received?
(1=no at all, 6=fully)



How would you rate the UNSSC Facilitation & Teaching Methodology
(1=unsatisfactory, 6=excellent)



2018 ■ 2017 ■

what our beneficiaries say



Ana María Menéndez
UN Under-Secretary-General and Senior
Advisor of the Secretary-General on Policy

Programme:
UN Leadership for Integrated
Planning: Comprehensive Prevention
Strategy for the Horn of Africa

Building UN Leadership for Integrated Planning.

Prevention strategies need to bring unity and collective actions towards a common purpose. This does not imply putting everything together, or each actor doing everything but rather establishing a shared and common agenda according to which context-specific priorities will be identified and could help guide coherent UN actions across the pillars. This is also the basis for the 'Integrated Platform on Prevention.'

The Horn of Africa region needs from us this sense of common purpose. The UN Comprehensive Prevention Strategy for the Horn of Africa needs to be a game-changer for the region: it should look at areas where the UN has a comparative advantage and added-value but it should not be business as usual. We need to do things differently – work differently and in a more creative and innovative way. We are often fragmented, disjointed, duplicative and sometimes we do not know what others are doing.

Our partners – especially at this time – need us to be united and speak with one voice. 'United' means also being able to pool resources and expertise so that we can have common analysis and joint actions. I know that it is sometimes difficult but that is the purpose of the Secretary-General's reform agenda: to make the UN system more nimble, agile, integrated, coordinated and ultimately efficient and impactful.

We need to recognize that we are better and stronger when we work together and we can maximize our impact if we use better our internal resources and expertise. I think this workshop is an example of just that. I would like to thank my own colleagues from EOSG for their continuous support and guidance as well as the invaluable support of the UN System Staff College in facilitating this workshop.



Elena Panova,
UN Resident Coordinator in Turkmenistan

Programme:
Advisory Services

Helping Turkmenistan achieve Sustainable Development Goals.

Turkmenistan is one of the first countries in its region which nationalised the global 2030 Agenda for Sustainable Development. Following national consultations in 2016, the Government of Turkmenistan approved the Agenda along with the 17 Sustainable Development Goals, its targets, and indicators at the national level. This marked the start of the UN's continuous engagement with the Government to advance mainstreaming and acceleration of SDG implementation in the country.

The Government of Turkmenistan has reached significant milestones since then: raising nationwide awareness of the Global Goals, development of national coordination architecture and monitoring system, rapid integrated assessment of the alignment of the national development programmes with the SDGs, and identification of main SDG national accelerators, just to name a few. All this comprehensive work would not have been possible without the partnership between the UN and the national SDG Training and Methodology Center (SDG Center), which was established in Turkmenistan with the substantial support of the United Nations System Staff College (UNSSC) Knowledge Centre for Sustainable Development.

UNSSC provided valuable expertise in designing the model of the SDG Center that truly considered the needs of Turkmenistan in the SDG roll-out process. Thanks to the UNSSC, the SDG Center now functions as the knowledge hub for education, training, advocacy and awareness-raising for sustainable development.

The SDG Center is presently equipped in achieving its priority areas such as training teachers in secondary schools in integrating sustainable development into formal curricula; working with tertiary education system for awareness-building and knowledge-sharing with global networks; capacitating civil servants to be catalysts for the transformative agenda; and establishing a multi-stakeholder platform for reflection around the implementation of the 2030 Agenda by different stakeholders and applying contemporary teaching methodologies for effective sustainable development education and learning in Turkmenistan.



James Okara Wanyama
Humanitarian Coordinator for
UNFPA – Juba

Programme:
Leading for the UN

Leading for the UN.

It has been a great opportunity to participate in this course. I have attended other leadership trainings before, but this one has been unique as it configures the needs and the kind of work that I do in the field.

I really and strongly recommend the ‘Leading for the UN’ programme.

It is **one of the revolutionary trainings** within the UN system, and I hope that all UN leaders can access it.



Joni Simpson
Senior Specialist, Gender, Equality
& Non discrimination, ILO, Thailand

Programme:
Leadership, Women and the UN
Programme

Leadership, Women and the UN Programme.

Participating in the programme gave me an energy boost and made me feel bold. Last year, I participated in another women’s leadership training. When I compare the two courses, as a technical professional working on gender related issues, I consider the UNSSC training programme to be better.

The organisers found the right balance between theory and practice. I hope there will be opportunities to bring the programme to Asia and the Pacific and have suggested this to ESCAP and to the Thematic Working Group on gender equality and empowerment of women.

I feel strongly about the importance and benefit of being strong allies among women – and the Leadership Women and the UN Programme is effective in reinforcing this message.



Saionara König-Reis
Head of New York Office and
Representative to the UN

Programme:
Policy Coherence for Sustainable
Development

Policy Coherence for Sustainable Development.

The course has been very informative. It offered an interesting overview of the history and introductory concepts of Sustainable Development, 2030 Agenda and Policy Coherence.

I found it particularly useful to deepen the understanding and practicalities around the importance of applying the interlinkages when implementing the SDGs and how that can be achieved by putting in place good systems that allow for horizontal and vertical policy coherence for sustainable development.



Akiko Abe
UNHCR Associate
Protection Officer

Programme:
Analysing and Understanding
Non-state Armed Groups

Analysing and Understanding Non-state Armed Groups.

The course provided me with a wide range of analytical tools to understand the dynamics of conflict and its stakeholders. With the insights gained, I believe we can better promote dialogue and community-based approaches for ensuring the protection and empowerment of the most vulnerable.

Having met many seasoned professionals during the course inspired me: everyone has strong expertise in areas such as diplomacy, humanitarian, development, peacekeeping, and peacebuilding and this indeed is the unique strength of the UN Family.

Lessons learned as well as good practice enabled us to think deeper how we can localize efforts to meet the needs of the people we work for.

board of governors

Members



Mr. Shambhu Acharya
Director, Department of Country
Cooperation and Collaboration
with the UN System, Office of
the Director-General, WHO



Ms. Doreen Bogdan-Martin
Chief Strategic Planning &
Membership Department, ITU



Ms. Jan Beagle
Under-Secretary-General for
Management, United Nations



Mr. Getachew Engida
Deputy Director-General,
UNESCO

The Director of the UNSSC reports to the Board of Governors on an annual basis.

The UNSSC Board of Governors is composed of UN representatives selected by the UN Chief Executives Board (CEB) and appointed by the UN Secretary-General.

Chair of the Board



Ms. Maria Luiza Ribeiro Viotti
UN Chef de Cabinet



Mr. Tegegnework Gettu
Associate Administrator, UNDP



Mr. Navid Hanif
Director Office of ECOSOC
Support and Coordination,
UNDESA



Mr. Manoj Juneja
Assistant Executive Director and
Chief Financial Officer, WFP



Ms. Natalia Kanem
Executive Director, UNFPA

Ex-officio Members



Mr. Jafar Javan
Director, UNSSC



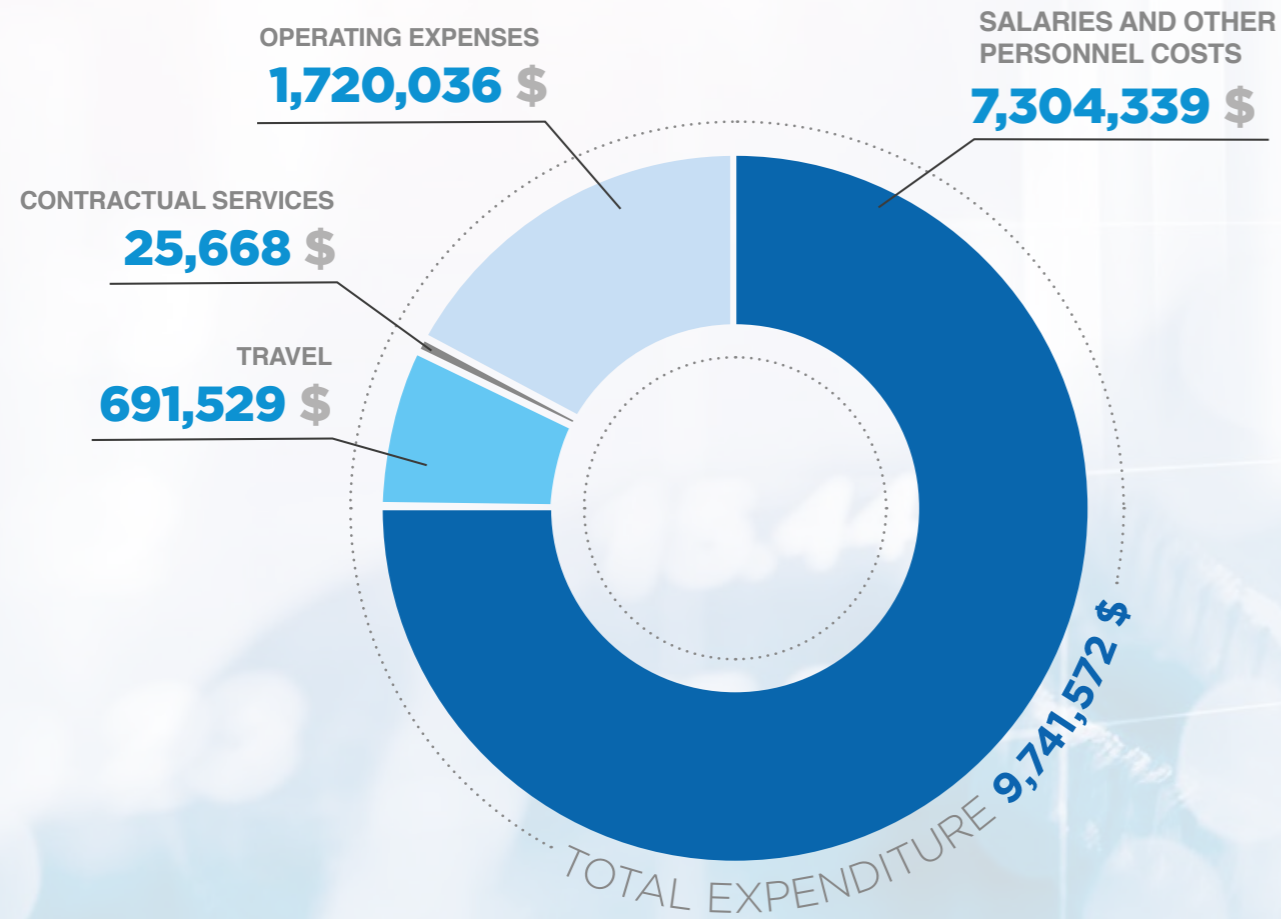
Mr. Nikhil Seth
Executive Director, UNITAR



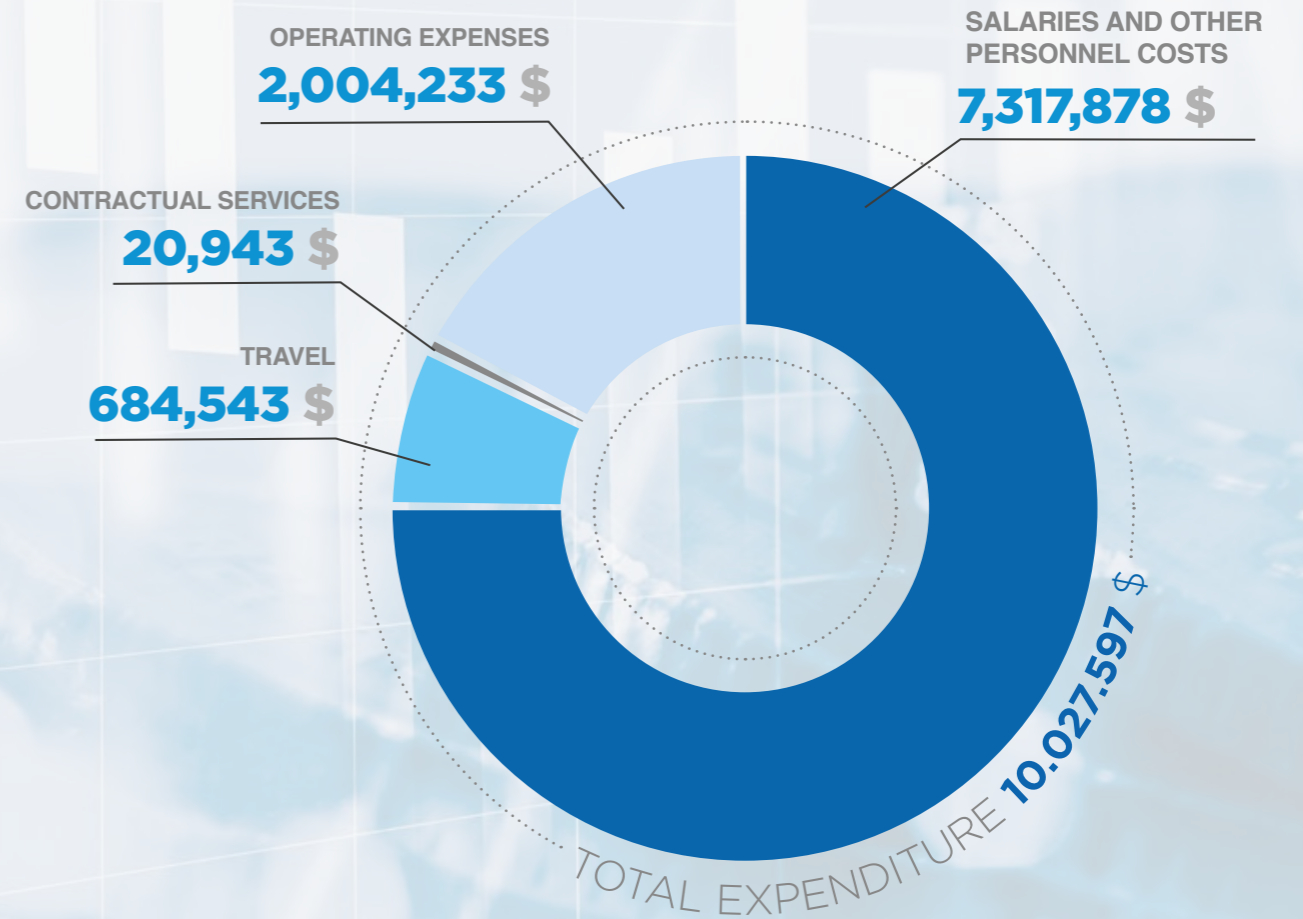
Ms. Simona Petrova
Secretary of the CEB

expenditure by year

expressed in us dollars



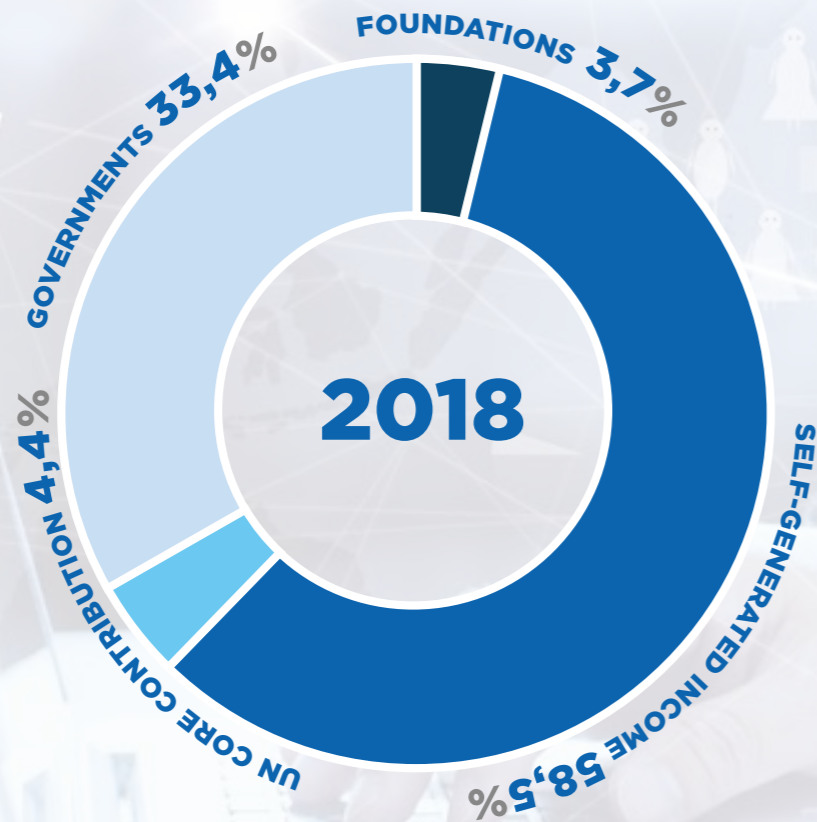
2018



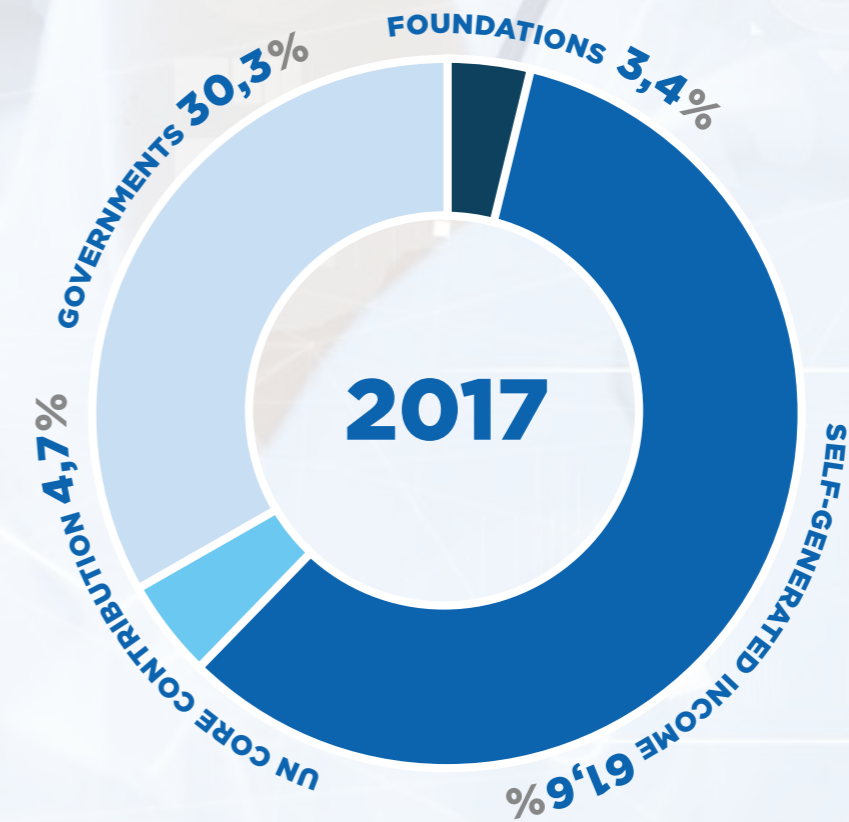
2017

total funding by source

expressed in us dollars



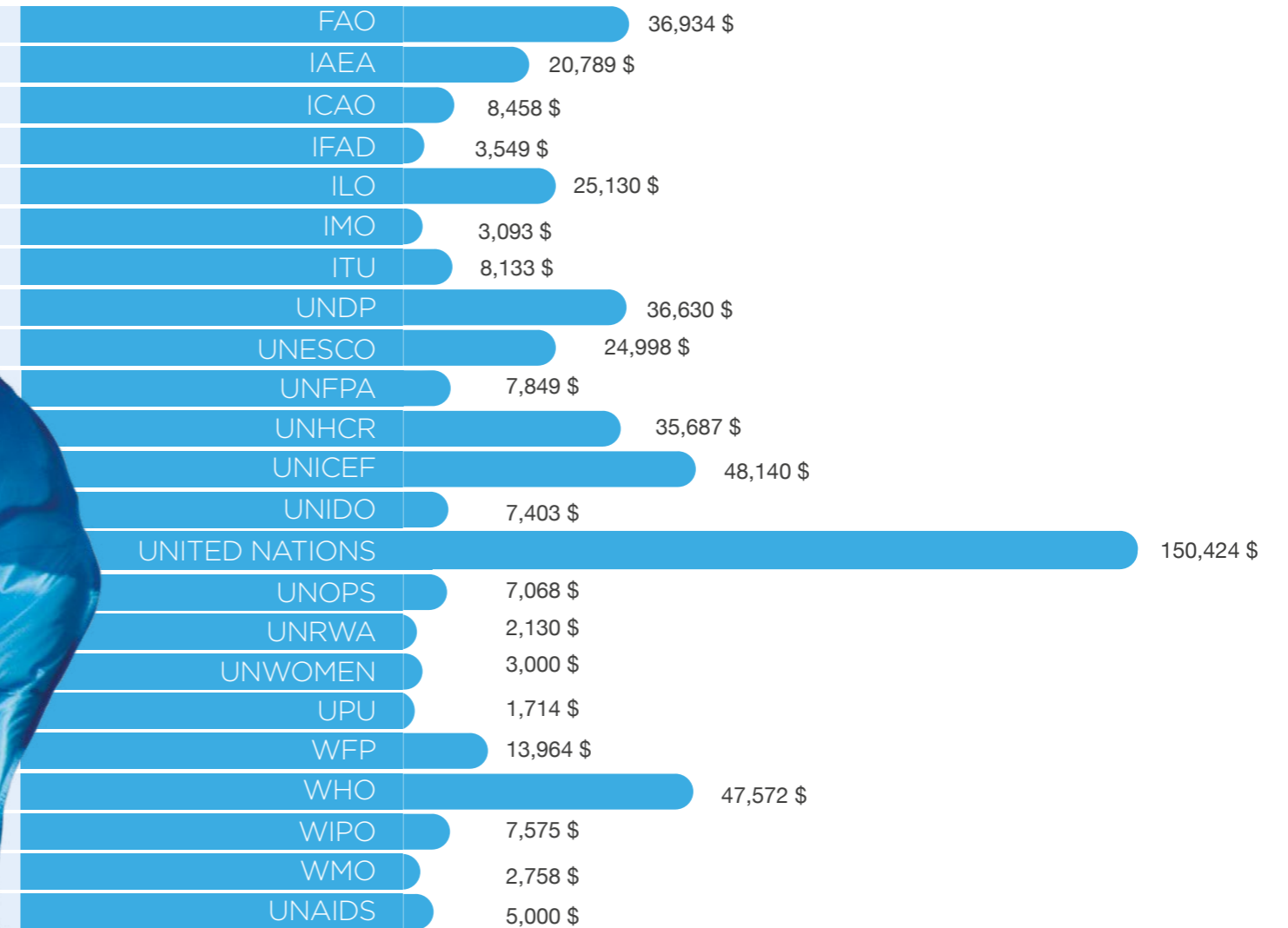
Total: **11,439,380 \$**



Total: **10,897,164 \$**

core contributions from UN organizations

(EXPRESSED IN US DOLLARS)



Total **508,000 \$**

statement of financial position

expressed in us dollars

(thousands of United States dollars)

ASSETS:

Current assets

	31/12/2018	31/12/2017
Cash and cash equivalents	1,433	874
Investments	11,784	13,654
Assessed contributions receivable	-0	-00
Voluntary contributions receivable	5	-0
Other receivables	1,114	1,550
Advance transfers	95	106
Inventories	-0	-0
Other assets	104	349
Total current assets	14,535	16,533

Non-current assets

Investments	5,144	-0
Advance transfer	-0	-0
Property, plant and equipment	32	47
Intangibles	-0	-0
Other assets	-0	-0
Total non-current assets	5,176	47
Total assets	19,711	16,580

LIABILITIES:

Current liabilities

	31/12/2018	31/12/2017
Accounts payable and accrued payables	726	351
Employee benefit liabilities	110	96
Advance receipts	1,074	808
Other liabilities	-0	-0
Total current liabilities	1,910	1,255

Non-current liabilities

Employee benefit liabilities	8,209	8,005
Other liabilities	-0	-0
Total non-current liabilities	8,209	8,005
Total liabilities	10,120	9,260

NET ASSETS:

Accumulated surplus	9,591	7,319
Total Net Assets	9,591	7,319
Total Liabilities and Net Assets	19,711	16,580



OUR THANKS TO



*Ministero degli Affari Esteri
e della Cooperazione Internazionale*



ITALIAN AGENCY
FOR DEVELOPMENT
COOPERATION

BMZ



Bundesministerium für
wirtschaftliche Zusammenarbeit
und Entwicklung



Federal Foreign Office



Compagnia
di San Paolo



Sida



THE UN SYSTEM STAFF COLLEGE THINKS ABOUT THE ENVIRONMENT

This book is printed on recycled paper without the use of acids, without chlorine bleaches and using a selective cut of the trees.

TURIN, 2019



HEADQUARTERS

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