

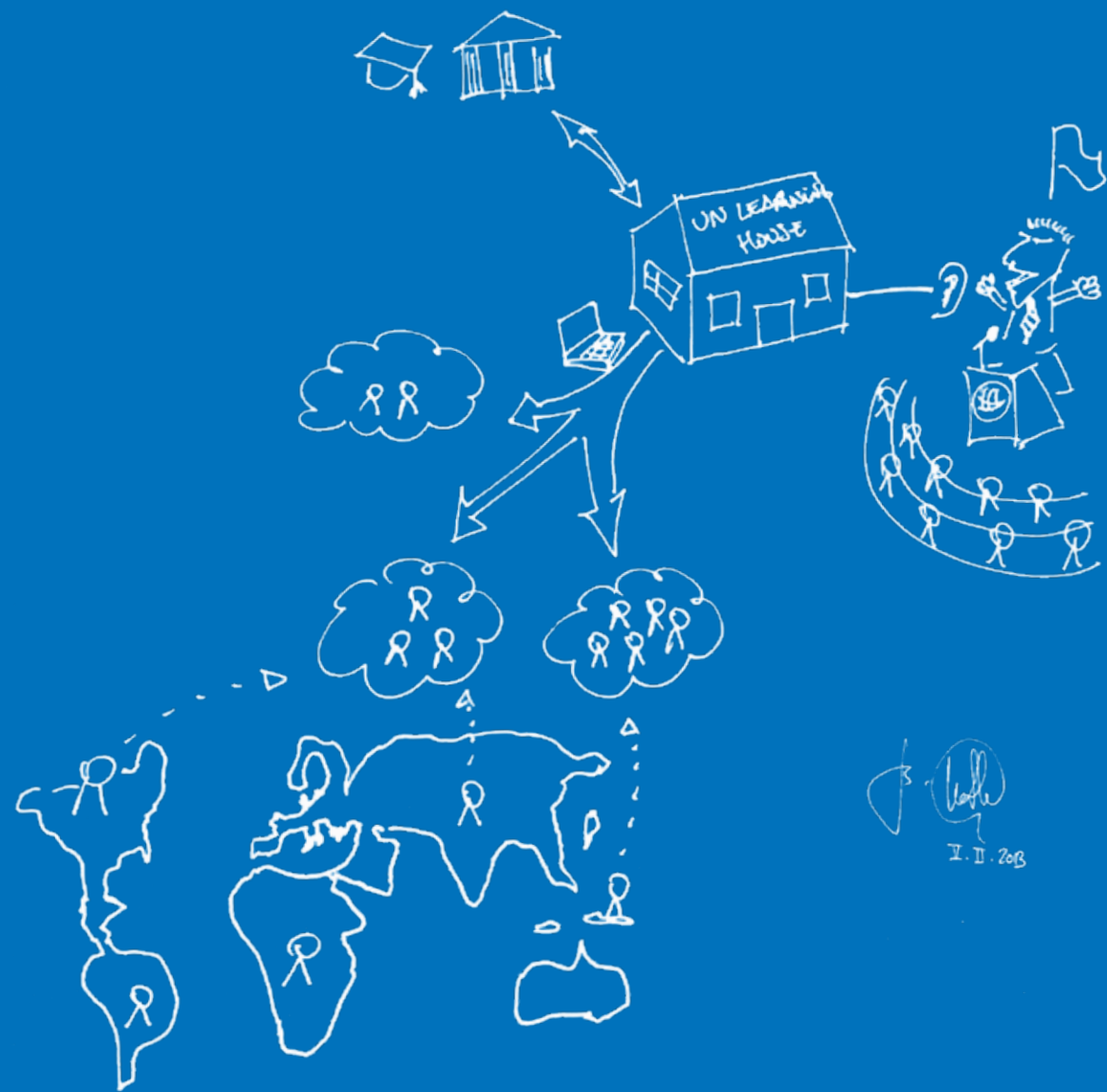


SHARING KNOWLEDGE
DEVELOPING LEADERS

United Nations System Staff College

Annual Report 2013





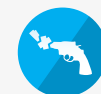
The United Nations System Staff College gives life to the principle of life-long learning. It represents a special environment for sharing ideas and experiences. It is a house of knowledge in the best and truest sense of the word.

Ban Ki-moon
UN Secretary-General



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Innovating and Building on Our Strengths

Foreword by the Director

It is my pleasure to introduce our 2013 Annual Report, sharing our accomplishments in the field of learning and training for the UN system. As the principal learning and training organization for the wide spectrum of UN agencies, the Staff College delivers learning opportunities which are distinctively designed for United Nations personnel. Our priorities are determined by the UN system as a whole, and our activities respond to the far-reaching reform agenda that cuts across all agencies.

In 2013, UNSSC's courses, workshops, conferences, and knowledge products maintained their extensive impact, equipping over 9,000 UN staff with the know-how and the appropriate tools to work towards a common goal of making the UN more coherent, efficient, and effective, regardless of their affiliation with a particular agency of the UN system. The Staff College sustained these substantial results with a total number of staff of less than forty and in a global financial environment that poses many challenges.

During the year, the Staff College delivered learning programmes in nearly fifty countries around the world, addressing a wide range of thematic and regional demands. Whether facilitating Strategic Planning Retreats in UN Development Assistance Framework roll-out countries, training UN country teams on conflict analysis for catalytic peacebuilding, or partnering with world-renowned academic institutions to develop custom-made leadership trainings, we built staff capacity to address the most critical challenges facing the UN. We further expanded our global footprint by conducting training of trainers on strategic topics, and leveraged our online resources to make our offerings more accessible and convenient to UN staff. All the while, our courses on the Turin campus continued to occupy a unique place in the intellectual landscape of the United Nations, providing a forum for inter-agency learning, knowledge sharing and collaboration in state-of-the-art training facilities.

After a change management process in 2012, resulting in a new business model and a leaner and more agile organizational structure, 2013 was marked by significant strides toward consolidating our central role in inter-agency learning, training and knowledge-sharing.

Through a College-wide consultation, we adopted an appropriately ambitious mission statement: to contribute to a more effective, results-oriented and agile United Nations through learning, training and knowledge dissemination. To match our ambition with concrete actions to get us there, we developed a Strategic Framework covering the period 2014-2018, which will guide our work over the next four years.

The Staff College continued to make steady progress in the level and diversification of our overall funding, the thematic focus of courses, and most importantly, the quality of our services. As the introduction of a process of systematic independent review to help us fine-tune and measure the impact of our offerings, we commissioned independent evaluations of some of our flagship courses. Based on rigorous studies using the ROI methodology, the researchers concluded that the leadership programmes under review were achieving their objectives and making a positive impact on the overall effectiveness of the UN.

The contributions of the Staff College are becoming increasingly essential to the work of the UN. In July, the Economic and Social Council recognized the progress made by the Staff College in providing high-quality learning and training in a dedicated resolution (E/2013/L.26), urging all organizations of the UN system to make full and effective use of our services and encouraging Member States to continue their support. Building on further encouragement received at the Senior Level Donor Meeting on Multilateral Reform held in Oslo in November, UNSSC is working to increase knowledge sharing with Member States on the role of learning and capacity building in the context of organizational reform.

Over the course of 2013, UNSSC delivered organizational learning results through collaborative activities with a wide range of partners. During the year, we renewed longstanding partnerships with United Nations organizations, initiated collaborative ventures with preeminent learning institutions, and engaged the private sector and foundations to open new opportunities for inter-disciplinary learning.



Jafar Javan, Director UNSSC
Turin, April 2014

As the UN works to define a new vision for sustainable development and shared prosperity in the post-2015 period, the Staff College is positioned to play an even more critical role. To help build the world we all aspire to see, UN practitioners will have to contribute to a collective strategy with independent thought, and be equipped with a common foundation of skills and understanding to link the normative, standard-setting and operational dimensions of their work.

The pressing problems facing the world today are complex and interrelated. The results achieved by the Staff College in 2013 are testimony of our growing ability and potential to bridge institutional, thematic and regional boundaries to incubate innovation, improve staff capacity and build effective leadership skills for the United Nations of the twenty-first century and a rapidly changing world.

A handwritten signature in blue ink, appearing to read 'Jafar Javan'.



UNSSC at a Glance

Established

by the United Nations General Assembly in 2002.

Mandate:

to serve as a system-wide knowledge management and learning institution, with a view to fostering a cohesive management culture across the United Nations system.

Vision:

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

Mission:

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

Headquarters:

Turin, Italy.

Staff Size:

39 staff, 69% directly engaged in learning and training activities.

We Are Known For

helping the diverse staff of the UN system to learn together, share experiences, and formulate joint solutions to the challenges facing the UN.

Outreach:

our learning and training activities are delivered to UN staff worldwide and can be tailored to context-specific needs. To date, our learning and training services have reached **over 80,000 beneficiaries**.

Governance



The Board of Governors

The UNSSC Board of Governors is composed of nine UN representatives selected by the UN Chief Executives Board (CEB), plus three ex-officio members (the Director of the UNSSC, the Secretary of the CEB and the Executive Director of United Nations Institute for Training and Research). Board Members at the Director level and above are appointed by the UN Secretary-General for a two-year period with the possibility of a one-year extension. The Board reviews, approves and evaluates the impact of the Staff College's activities, in addition to advising on means of enhancing the financial resources of the College to ensure its operational effectiveness. The Director of the UNSSC reports to the Board of Governors on an annual basis.

The 2013 Board of Governors was composed as follows:

Chair

- Ms. **Susana Malcorra**, United Nations Chef de Cabinet

Members

- Mr. **Alexander Aleinikoff**, Deputy High Commissioner for Refugees, UNHCR
- Ms. **Giovanie Biha**, Director, Management and Administration Division, UN Women
- Mr. **Elliott Harris**, Director, NY Office, UNEP
- Mr. **Sarwahr Hobohm**, Director of the Organizational Strategy and Coordination Group, Office of the Director-General, UNIDO
- Ms. **Lakshmi Menon**, Associate Vice-President, Corporate Services Department, IFAD
- Ms. **Gunilla Olsson**, Director of Governance, UN and Multilateral Affairs, UNICEF
- Ms. **Catherine Pollard**, Assistant Secretary-General, OHRM UN Secretariat
- Mr. **Jens Wandel**, Assistant Administrator, Director, Bureau of Management, UNDP

Ex-Officio Members

- Mr. **Jafar Javan**, Director, UNSSC
- Ms. **Sally Fegan-Wyles**, Acting Head, UNITAR
- Mr. **Kim Won-soo**, Secretary of the CEB

The Expert Technical Review Panel (ETRP)

To provide ongoing advice on enhancing and maintaining the College's learning portfolio and activities, the Board of Governors relies on an Expert Technical Review Panel. The main functions of the ETRP are to conduct programme analysis and quality assurance activities. The ETRP was freshly appointed by the Board in 2011 with renowned experts drawn from both within and outside the UN system who have a strong understanding of learning, training and knowledge management.

The 2013 ETRP was composed of the following members:

- Ms. **Anna Caffarena**, Professor of International Relations and Political Science, University of Turin
- Mr. **Sean Hand**, former Director of Human Resources, UNFPA
- Sir **Richard Jolly**, Honorary Professor and Research Associate at the Institute of Development Studies, University of Sussex
- Ms. **Christine Letts**, Senior Associate Dean for Executive Education and Senior Lecturer in the Practice of Philanthropy and Non-Profit Leadership, Harvard Kennedy School
- Ms. **Namita Pradhan**, former Assistant Director-General, World Health Organization

Organization of the College



2013 Highlights



January: The High Level Committee on Management Retreat

Senior administrative managers from the member organizations of the UN system, comprising the High Level Committee on Management, gathered on the UN Campus in Turin for a strategic retreat to set the future work plan of the Committee. As part of its services to the UN system, the Staff College hosted and organised this high-level event, in close cooperation with the Chief Executives Board Secretariat.

February: UN Women Leaders' Retreat

Over 100 UN Women staff in leadership positions from all over the world participated in the *UN Women Leaders' Retreat* which was delivered by the Staff College. The retreat focused on UN Women's vision, role in inter-agency coordination, and strategic positioning in the post-2015 agenda.

March: Visioning Future Excellence

The Staff College embarked on a series of internal retreats to collectively devise a new vision and mission statement for the College of the future.

April: Enhancing Programme and Operational Effectiveness at the Country Level

As the introduction to a new series of activities bringing programme and operations staff together, UNSSC offered a course on *Integrated Programme-Operations Planning* in Bangkok, Thailand. The course built the capacity of participants to jointly develop and implement results-based, integrated strategies addressing the development and humanitarian needs of countries.

May: Cultivating a Global Conversation on the Role and Agenda of the UN

Inspired by the *UN Summer Academy*, the Vienna-based UN Organisations invited the Staff College to organise the *UN Reflection Forum*. The 3-day event brought together more than 100 participants from the UN Organisations, Permanent Missions and non-governmental organizations to discuss the post-2015 agenda, reflect on the rapidly changing development landscape, and focus on the ideas underpinning "A New Global Development Partnership."



June: Launch of the UN Emerging Leaders Experience

Building on the success of the flagship *UN Leaders' Programme* for Director-level participants, the College introduced an *Emerging Leaders Programme* to prepare mid-level managers for leadership in the United Nations of the future. Using an array of active learning methodologies, the course sought to unravel participants' leadership potential, build strategic skills for negotiation, and explore effective approaches to leverage personal awareness and leadership impact.

July: Member States Recognise UNSSC's Contribution

The Economic and Social Council (ECOSOC) adopted a resolution on the UNSSC on 23 July 2013, after the presentation of the Report of the Secretary-General on the work of the College over the last two years. The Resolution (E/2013/L.26) recognized the progress made by the UNSSC in providing high-quality learning and training to the UN, urged all organizations of the UN system to make full and effective use of the Staff College's services and encouraged Member States to continue to their support.

August: Successful Independent Evaluation Conducted

To reinforce its mandate as a provider of quality training for the UN system, the College commissioned two independent evaluations of its courses, as a pilot for the rollout of a systematic process. Internationally recognized researchers from the ROI Institute concluded that the leadership courses under review were achieving their objectives and making a positive impact on the UN.



September: Building Crucial Skills for Staff at All Levels through Distance Learning

As part of a new package of skills-based distance learning courses targeting staff at all levels, a five-week interactive course on *Effective Writing Skills* was offered to enhance participants' ability to draft a wide variety of documents through increased sensitivity to language, structure, content and audience. The package also includes courses on *Performance Management*, *Knowledge Management*, and *Social Media for UN Programme and Coordination Specialists*, amongst others.

October: Strengthening Conflict Analysis Capacities for Prevention and Peacebuilding

To increase the quality and impact of the UN's work in conflict-affected countries, the College's courses on *Conflict Analysis for Prevention and Peacebuilding* help UN strategic planners to identify issues and sectors that have the greatest potential to promote peace and prevent relapses into violence. In 2013, the core course was held twice in Turin (February and October), while throughout the year customizations of the course were offered in Iraq, Pakistan, Uganda, and online.



November: Delivering Learning Services Across the Continents and at Home

A testimony of the College's continuous efforts to serve UN staff in all locations, in November alone UNSSC staff and its certified trainers delivered programmes in 14 countries, covering all UNSSC programme areas. Focusing on themes ranging in scope from electoral violence prevention and response to skills for the administrative assistant, open and custom-made courses were provided in Afghanistan, Colombia, Comoros, Ethiopia, Kenya, Lebanon, Libya, Pakistan, Somalia, Switzerland, Uganda, Yemen, and online.

All the while, on the home campus in Turin, the College was busy convening the second edition of the *UN Leadership Exchange* for Under Secretaries-General and Assistant Secretaries-General/Assistant Directors-General. The Exchange allows the most senior UN leaders to review and calibrate their leadership approach in light of their responsibilities, and to place their own activity within the wider context of UN history, its complex structure, and the global issues the UN is asked to address.

December: Ambitious New Strategic Framework Adopted

The Board of Governors adopted the UNSSC Strategic Framework (2014-2018) to guide the work of the College as a whole for the next four years and help it achieve its world-class vision.



"Leadership is not about being in charge. It is about getting people working together for a goal that you believe in."

Michelle Bachelet, then Executive Director of UN Women and now President-elect of Chile

A Reinvigorated Staff College

The College has undergone a major transformation over the last four years, successfully reinventing itself from a donor dependent institution into one with the ability to generate a significant portion of its required income from its services. By adopting a more agile organizational structure, improving its capacity to attract new clients, and expanding and diversifying its learning and training offerings to better address UN priorities and needs, the College succeeded in overcoming difficult economic constraints posed by a general decrease in funding from donors and diminishing budgets allocated to training from UN organizations.

In line with its new business model, in 2013 the College continued to generate the major part of its income (65%) from the sale of services through fee-based courses and contracts with UN organizations. Revenue derived from course fees rose by 24% over the previous year, representing 58% of the College's total annual self-generated income. This positive trend has continued over the past years and is a testimony of the strong demand for the College's activities, despite decreasing resources.

At the same time, to carry out its core mandate in a sustainable and equitable way while responding flexibly to rapidly evolving UN priorities, the College recognizes that a stable base of minimum core funding is necessary. To reach the greatest possible number of UN staff worldwide and achieve its full potential contribution

to UN reform, UNSSC continues to work towards the diversification and consolidation of a needs-commensurate resource base.

Building on the achievements of previous years, in 2013 the College took a moment to pause and reflect on its future direction. As the international community works to define a new sustainable development agenda and a related vision for greater effectiveness in humanitarian action, staff - across the UN system - will have to be equipped with new skills and common understanding. In the post-2015 era, the attainment of

the new goals will depend on the ability of partners and practitioners to shape and implement effective strategies based on integrated approaches. To prepare to support the United Nations in this critical moment, the College embarked on the formulation of a new vision, mission statement and Strategic Framework. Developed through an extensive College-wide consultation process, these tools will guide the work of the College in the years to come, while allowing flexibility to respond to changes in the emphasis and priorities of the system.

With its capacities and results consolidated, UNSSC is well-positioned to play a central role in building intellectual leadership, reinforcing universal values, and equipping the women and men working for the UN with the substantive skills required to help build the world we all want.

Our Vision:

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



"We live in an age where change is the only constant. It is the lifelong learners who are able to participate and contribute in forging a better future for all. The United Nations is a knowledge-based organization, and learning together is critical to our success. As we strive to strengthen and modernize our institution, we must always remember that success depends on the people who work here. Learning and training transform our creative potential into applied knowledge."

Ban Ki-moon / UN Secretary-General

Streamlining and Strengthening Our Programme Portfolio

As part of its efforts to address rapidly evolving UN priorities, in 2013 the College consolidated and streamlined its activities under five key areas of learning. As part of this exercise, the College identified strategic and in-demand courses and knowledge products, discontinued offerings which no longer benefitted from an adequate level of participation, and designed new learning opportunities to better fit the needs of UN organizations.

Also during the year, to reinforce its mandate as a provider of quality training for the UN system, the College introduced a systematic process of independent evaluation of its courses. Based on rigorous studies using the ROI methodology, the evaluators concluded that the *UN Country Team Leadership Skills* courses and the *UN Leaders Programmes*, selected for review

in 2013, provide quality learning experiences for UN staff and are making a positive impact on the overall effectiveness of the UN. The continuation of this process will allow the College to objectively measure the impact and fine-tune the strategies of its programmes.

In 2013 UNSSC's courses, workshops, conferences, and knowledge products reached over 9,000 beneficiaries, equipping them with the know-how and the appropriate tools to work towards a common goal of making the UN more coherent, efficient, and effective, regardless of their affiliation with a particular agency of the UN system. UNSSC is constantly working to improve and expand its menu of courses and learning offerings to capture and respond to emerging global and thematic trends in the UN system, in each of its five thematic areas of learning.

2013 Areas of Learning

Development, Gender and Human Rights



The College is committed to supporting UN staff and programming counterparts in building individual, institutional and societal capacity for development programming, gender mainstreaming and furthering human rights. Course offerings under the College's Development, Gender and Human Rights portfolio work to build a strengthened cadre of development experts across the UN system, able to span and bridge the interrelated pillars of sustainable development.

Peace and Security



The College, in cooperation with UN and non-UN partners, designs and implements innovative learning and training activities directly responding to the complex needs of peace and security operations in challenging country-specific situations. To assist UN Country Teams in strategic prioritization and planning, the College's tools and training on conflict analysis help practitioners identify issues and sectors that have the greatest potential to promote peace and prevent relapses into violence.

UN Coherence



The College supports the implementation of UN Reform at the country level, including through joint programming and strategic planning work now being undertaken as part of the UN Development Assistance Frameworks (UNDAFs) and Harmonized Business Operations. Drawing on recent experiences and results from the Delivering as One pilot initiative, as well as on other exercises that prioritize UN coherence, the College's learning and facilitation services assist the UN in achieving a more coherent and effective organizational structure.

UN Leadership



The College's leadership portfolio is designed to strengthen the skills, knowledge and capabilities needed to confront an array of global and professional challenges. The College aims at building a 'One UN' leadership culture by refining and invigorating the leadership potential of staff, by developing new capacities for action and by creating learning processes that promote synergistic knowledge sharing and discovery.

Learning Lab



The College offers expertise in the application of learning and knowledge sharing methodologies and technologies, to stimulate innovation and collaboration across thematic areas and help build the United Nations of the future. Its learning portfolio opens opportunities for UN personnel to acquire and sharpen critical knowledge and cognitive skills through formal and informal training, and by leveraging technology.



"Knowledge is perhaps the strongest engine for development."

Jan Eliasson, United Nations
Deputy Secretary-General



Delivering Learning Services Across the Continents

In 2013, UNSSC staff and its certified trainers could be found delivering learning programmes in nearly fifty countries around the world, responding to a wide range of thematic and regional demands. Enhancing its ability to serve UN staff “at their door” has been a concerted focus of the College in 2013, with a view toward increasing the outreach and relevance of its products and services, while reducing travel-related costs for participants. The College pursued this strategy in three different ways: **a)** by designing and delivering tailor-made products and services for specific UN contexts; **b)** by bringing our standard courses to the regions, closer to UN staff; and **c)** by enhancing our distance-learning capability.

Customizing Our Learning Opportunities for Staff Worldwide

Responding to the unique challenges faced by staff in conflict-affected areas, in 2013 the Staff College continued to offer learning opportunities customized to address country-specific needs, and delivered directly in the field. For example, the UN Peacebuilding Support Office commissioned the College to partner with the PeaceNexus Foundation in the design and delivery of a tailor-made *Training on Peacebuilding Programming* for the UN Country Team in Kyrgyzstan. The four-day engagement further incorporated support to fourteen UN agencies to review and strengthen project concept notes for catalytic peacebuilding programming, and a workshop for the Peacebuilding Fund Joint Steering Committee. In addition, a new course on *Analytical Reporting Skills* was designed at the request of the United Nations Assistance Mission in Afghanistan.

The course built staff capacities to ensure that mission reports better reflect trends and developments occurring in the different sectors, demonstrate impact, and provide evidence-based and action-oriented recommendations.

The College’s tailor-made offerings were not limited to Peace Operations but also included, for instance, a *Senior Management Development Programme* specifically designed for and delivered at the UN Economic Commission for Africa to explore good practice on strategic management, innovation and collaboration processes, while reflecting on potential synergies to strengthen the organization’s capacity to lead the continent’s transformation.



“I found the workshop very beneficial and productive, and can already feel the great contribution it is making to our day-to-day work, especially in conducting analysis and developing thematic reports.”

UNSSC course participant

Bringing Our Standard Courses Closer to Participants

In 2013, a number of UNSSC learning activities were delivered away from Turin and in hubs with a strong UN presence. In South Africa, a regional version of the *UN Leaders Programme* was offered jointly with the University of Cape Town. The Programme was the College’s second collaboration of this kind, following a regional UN Leaders Programme developed with the Lee Kwan Yew School of Public Policy of the National University of Singapore in 2012. In addition, the UN Leaders Programme was offered in Geneva to increase its outreach to the wider UN community.

Also in 2013, the second edition of *UN Summer Academy*, entitled “The Role of the UN in a Rapidly Changing World,” was delivered for the first time in New York. An important executive learning event offered to the UN system and its partners, the Academy brought together 42 participants from more than 27 duty stations. Inspired by the Academy, the IAEA, UNODC, UNIDO and CTBTO invited UNSSC to Vienna to co-organise a three-day UN Reflection Forum for 100 participants from the UN, Permanent Missions and non-governmental organizations.



“The sessions on the history of the UN and the MDGs were fascinating and quite inspirational, and made me see the UN in a new light.”

UNSSC course participant

Furthermore, a long-standing offering, the *Human Rights-based Approach to Development Programming* workshop, was brought to Ethiopia in February 2013. Participants in the course represented eight UN agencies, funds and programmes and three peacekeeping missions, and travelled from fifteen different duty stations, providing for a fruitful knowledge sharing event. Finally, UN staff from eleven different agencies participated in a new course on *Context Analysis for Development Programming*, launched in New York in March. The course strengthened UN programme staff’s capacity to integrate political economy issues into programming and policy development. By focusing on building the skills of participants in risk management and strategic prioritization, the course sought to support more effective and politically feasible development strategies.

Enhancing Our Distance-Learning Capacity

The year also saw dividends continue to emerge from the College’s investments in online and technology-driven training and knowledge sharing events, demonstrating the success of a strategy to gradually transform the institution from one that offered only in-classroom training to a cutting edge and innovative learning hub with a growing portfolio of blended courses and events. This move has provided opportunities for a considerable segment of UN staff worldwide, which may have been otherwise unable to attend UNSSC’s courses, to expand their knowledge and sharpen their professional skills. The global interest in the College’s growing portfolio of distance learning courses generated an increase in enrolment of fifty percent over the previous year, or ninety-five percent as compared to 2011.

The UNSSC approach to distance learning offers an online equivalent of the classroom experience, combining in equal parts new knowledge acquisition, application of acquired knowledge, and peer learning, through tutored components, and synchronous and asynchronous activities.

In 2013, new distance learning courses were developed in various areas, including skills-based courses on *Performance Management, Supervisory Skills, Evaluation and Impact Assessment of Learning and Training, Effective Writing Skills, Knowledge Management* and *Social Media*.



“The live webinar was more than excellent and effective! I had the feeling that I went to the class, took the course and met with the instructor in person!”

UNSSC course participant

Also during the year, UNSSC initiated the development of its first mobile app (iOS), on facilitation techniques for learning and knowledge sharing. A collaborative knowledge product, the *UN Facilitator’s Cookbook* will compile the experiences of the UN learning community in a collection of quick and actionable “recipes” to effectively design, manage and evaluate learning processes.



Bridging Theory and Practice to Deliver as One

The unique mandate of the College and its growing reputation as the UN-wide centre of excellence for learning, training, and knowledge management has been instrumental in its efforts to position itself at the forefront of building the capacity of UN staff to transform the concept of “Delivering as One” from a strategic goal into practice.

In partnership with the UN Development Operations Coordination Office, UNSSC facilitated eleven Strategic Planning Retreats for UN Country Teams around the world, from Guatemala to Sierra Leone and from Tunisia to Bosnia and Herzegovina. With the support of customized learning programmes and participatory methodologies, participants forged strategies to address the specific development challenges of each country, taking into account the unique political environment in which the UN was operating and building its partnerships.

In support of the effective implementation of country development strategies, the

College’s learning initiatives on coherence in business operations are fast becoming one of the most sought-after areas of training. For example, a new course on *Integrated*

Programme-Operations Planning, delivered in Bangkok, Thailand twice in 2013, brought Programme and Operations staff together to improve programme and operational synergies and identify opportunities for simplification and harmonization. In addition, with a view to enhancing the capacity of Operations Managers to cultivate partnerships and build consensus and motivation in inter-agency teams, the College’s UN Coherence and UN Leadership Programmes jointly developed a new course on *Leadership in Business Operations*. The course combines UNSSC’s knowledge of leadership development theories with its experience in meeting the practical needs of Operations Managers.



“I believe that if the attendees of this course are allowed to bring what they have learnt to bear on their respective agencies, then we will begin to see much more integrated efforts in the discharge of varying mandates.”

UNSSC course participant

Facing Our Greatest Challenges with the Greatest Partnerships



The Staff College strengthened partnerships with a broad base of stakeholders, from within and outside the UN, and the public and private sector. In 2013, 42% of its total self-generated income derived from partnership projects, underscoring the continued trust and confidence of stakeholders in UNSSC's ability to leverage its expertise and global reach to build the capacity of UN staff.

The renewal of a number of long-standing partnerships highlighted the significance of the Staff College to UN organizations. For example, the UN Development Operations Coordination Office remains a key partner of the College in its work to support the UN in implementing reform processes, in particular by helping Resident Coordinators and UN country team members to plan and deliver more strategic and coordinated country programmes in support of national priorities. Important partnerships were also strengthened with the Chief Executives Board, the UN Economic Commission for Africa, UN Volunteers, UN Women, the UN Department of Safety and Security, the Department for Peacekeeping Operations, and the Peacebuilding Support Office, amongst others. The Staff College's programmes benefitted from its close relationship with UN decision-making bodies, including through the College's Board of Governors, allowing the College to identify and respond to the particular training needs of the agencies.

To strengthen the academic rigour and relevance of the College's programmes, the College also initiated collaborative ventures with world-renowned learning institutions. For example, UNSSC partnered with the University of Cape Town in South Africa to tailor the College's flagship *UN Leaders' Programme* to the priorities of the African continent. To share experimental work with other renowned scholars and accomplished practitioners in the field of organizational learning and change, the College became a member of the Harvard University Learning Innovations Laboratory (LILA) consortium.

To open prestigious executive education opportunities to UN staff, the College established an agreement with the School of Foreign Service of Georgetown University to offer UNSSC's leadership alumni places in the prestigious Georgetown Leadership Seminar. Furthermore, together with the International Training Centre of the ILO, the College initiated discussions with the SDA Bocconi School of Management on the development of a joint Executive Masters Programme in the Management of International Organizations. The Programme, to be launched in 2015, will combine academic theory with dynamic teamwork and a direct approach to UN priorities, and will be the College's first programme to lead to an academic degree.

In addition, to open new opportunities for interdisciplinary learning, the College engaged the private sector and foundations. For example, the College worked with Deloitte to apply their 'As-One' diagnostic tool to provide insights into conditions that support or hinder collaboration within the UN system, informing the development of context-specific leadership programmes.



"I will use the 'As One' information and apply the reminder from that session to step back from the 'work' or the set of activities to first and throughout consider the dynamics of the actors."

UNSSC course participant

The Staff College also collaborated with the Community of San Egidio to offer a course on *Partnering with Faith Organisations in Development*, and initiated discussions with Benetton's Unhate Foundation regarding the joint development and endowment of a Youth Studies Programme at the College. With partnerships at the core of the Post-2015 Development Agenda and 'Fit for Purpose' discussions, UNSSC further built on an established relationship with the UN Foundation and close engagement with the Executive

Office of the UN Secretary-General to offer the second edition of its course on *Building Partnerships for Development Effectiveness*. The course equips UN colleagues to respond to challenges and opportunities that arise from engaging with new, emerging and 'non-traditional' development partners.

To strengthen dialogue with Member States on the role of capacity development in organizational reform, the Director of UNSSC participated in the Senior Level Donor Meeting on Multilateral Reform, held in Oslo on November 12, 2013. During the meeting, Member States commended the work of UNSSC in the area of staff learning and development as a critical factor for achieving a more effective, results-oriented and agile United Nations. Building on this positive feedback, UNSSC is working to further exchange knowledge with Member States on learning and training for organizational change.

Finally, in addition to partnerships with traditional donors, the Staff College continued to enjoy a fruitful collaboration with local (Turin-based) entities such as the Compagnia di San Paolo Foundation, the City of Turin and the Italian military. Each of these entities, through financial or in-kind contributions, significantly facilitated the work of the Staff College and its course offerings.

Participants Have the Last Say

"The course far exceeded my expectations and I am now sharing much of what I learned with our 300 staff at the country office. Congratulations to the team on an outstanding programme. It should be mandatory for all Directors in the UN System."

"I would like to thank you for all your efforts to help us succeed in the training. I learned a lot to apply in my career. I also appreciated the opportunity to meet and share ideas with many new friends, on my first trip outside Africa. This has been a great achievement in my life."

"I would strongly recommend this online course to my colleagues across the agencies because it was very useful and provided good value for money."

"I just wanted to genuinely thank you for the training last year. Thanks to your hard work, dedication and great advice, UNFPA got accepted to develop two of its proposed projects."

"The sessions on conflict management and negotiation were the toughest part and entirely new to me. The case studies were very instructive and showed how complex it is to resolve conflicts, and also gave me new skills to try out in my job."

"Similar in-country, inter-agency workshops should be convened as often as possible to enhance integration and harmonization."

"One of the most useful things for me was meeting my peers and hearing about their experiences in other departments and duty stations. It helped me put my own experience in context."

"Overall an excellent interactive induction which provided an opportunity for dialogue with experienced practitioners. The induction was structured in a way to enable identification of knowledge gaps and where to go to address these and receive appropriate support now and in the future."

"Well-done, an excellent job with great panels of people 85 percent of the time, complemented by open, honest dialogue and time for Q&A, not just being talked at. I learned from the mixed messages, which were also very helpful."

"The programme put into sharp focus the Secretary-General's forward view of the whole agenda for partnership within the UN."

"The training has given me many useful insights and tips on how to be more effective in managing and leading, building relationships and alliances, and finding meaningful ways of working together toward results."

"It was really an incredible experience and I came back to my duty station full of energy, ideas and enthusiasm."

"The group work provided participants from a wide range of backgrounds with the opportunity to see how we can bring together our respective experiences & expertise for the attainment of UNDAF objectives."

"Just to say thank you, this is the most relevant training I have received in 25 years in the UN. Exceptional learning experience."



Featured Speakers



Each year, the Staff College attracts a diverse faculty of world-renowned speakers, prominent subject-matter experts, as well as current and former United Nations senior officials. Below is a sample of the wide range of speakers who shared inspiring insights and knowledge with UNSSC participants in 2013.

Abdullah Abu Al-Ghaith
Professor of Political Science,
University of Sanaa

Yukiya Amano
Director-General, International
Atomic Energy Agency

John Antonakis
Professor of Organizational
Behaviour, University of Lausanne

Winnie Byanyima
Executive Director, Oxfam International

Kiran Bedi
Social Activist and Former Director-
General of India's Bureau of Police
Research and Development

David Cooperrider
Fairmount Minerals Professor
of Organizational Behaviour, the
Weatherhead School of Management,
Case Western Reserve University

Bineta Diop
Executive Secretary, Femmes
Africa Solidarité

Alan Doss
Senior Political Adviser, Kofi Annan
Foundation, and Former SRSG
Democratic Republic of the Congo

Jean-Paul Faguet
Reader in Political Economy
of Development, London
School of Economics

David Fairman
Managing Director, Consensus
Building Institute

Christiana Figueres
Executive Secretary, UN Framework
Convention on Climate Change

Tegegnework Gettu
Under-Secretary-General
for General Assembly
and Conference Management

Peter Launsky-Tieffenthal
Under-Secretary-General for
Communications and Public Information

Jennifer Lerner
Professor of Public Policy and
Management, Harvard Kennedy
School, Harvard University

Roger Lipsey
Award Winning Author

Carlos Lopes
Under-Secretary-General and
Executive Secretary, UN Economic
Commission for Africa

Youssef Mahmoud
Senior Adviser, International
Peace Institute

Henriette Mensa-Bonsu
Director of Legon Centre for International
Affairs and Diplomacy, Professor
of Law, University of Ghana

Amina J. Mohammed
Special Adviser to the Secretary-General
on Post-2015 Development Planning

Edmond Mulet
Assistant Secretary-General, UN
Department for Peacekeeping Operations

Mark Murphy
Founder and CEO, Leadership IQ

Andrew Nickson
Honorary Reader in Public
Management and Latin American
Studies, University of Birmingham

Robert Orr
Assistant Secretary-General for
Strategic Planning, Executive Office
of the UN Secretary-General

Patty Phillips
President and CEO, ROI Institute

Mamphela Ramphela
Leader of the Agang SA Political
Party, South Africa

Euan Semple
Social Media Expert

Aaron Sherinian
Vice President, Communications & Public
Relations, United Nations Foundation

Sree Srenivasan
Chief Digital Officer, Columbia University

Itay Talgam
Conductor and Pianist

Daudi Were
Africa Programme Director,
Ushahidi, Kenya

Facts and Figures



What Learning Opportunities Did We Offer in 2013? How Many Beneficiaries Did We Serve?

Learning Event	Venue	From	To	No. of Part.
January				
High Level Committee on Management (HLCM) Retreat	ITALY	14/01/2013	15/01/2013	52
Skills for the Administrative Assistant	ONLINE	21/01/2013	23/02/2013	57
February				
Measurements for Effective Results-Based Management (RBM)	KAZAKHSTAN	04/02/2013	07/02/2013	29
Leadership Skills for Supervisors: Communicating	ONLINE	04/02/2013	12/03/2013	27
Operations Management Skills Training	THAILAND	11/02/2013	15/02/2013	48
Applied Conflict Analysis for Prevention and Peacebuilding	ITALY	12/02/2013	15/02/2013	12
Human Rights-based Approach to Development Programming Workshop	ETHIOPIA	18/02/2013	22/02/2013	23
UN Women Retreat	UNITED STATES	26/02/2013	28/02/2013	116
March				
Decentralized Governance, Conflict Prevention and Peacebuilding	ITALY	05/03/2013	08/03/2013	9
Context Analysis for Development Programming	UNITED STATES	18/03/2013	22/03/2013	19
Leadership Development Workshop For UN Women Representatives And Senior Managers	ITALY	20/03/2013	27/02/2013	28
April				
Operations Management Team Retreat	ETHIOPIA	02/04/2013	04/04/2013	39
Performance Management and PAS review	ONLINE	08/04/2013	03/05/2013	23
Conflict Analysis for Prevention and Peacebuilding	ONLINE	08/04/2013	03/05/2013	63
Advancing Training Skills and Simulations Development	ITALY	09/04/2013	12/04/2013	10
Training of Trainers Workshop on Integrating Anti-Corruption into the UN Programming Process	ITALY	15/04/2013	18/04/2013	26
UN Leaders Programme	SWITZERLAND	22/04/2013	26/04/2013	22
Integrated Programme-Operations Planning Workshop	THAILAND	29/04/2013	03/05/2013	42
Measurements for Effective Results-Based Management (RBM) ONLINE course	ONLINE	29/04/2013	14/06/2013	12
May				
Evaluation and Impact Assessment (EIA) of Learning and Training	ONLINE	06/05/2013	14/06/2013	14
Skills for the Administrative Assistant	ONLINE	06/05/2013	07/06/2013	33

Conflict analysis course for DPA and DPKO	UNITED STATES	08/05/2013	10/05/2013	34
UN Reflection Forum	AUSTRIA	14/05/2013	16/05/2013	100
UN Country Team (UNCT) Leadership & Coordination Skills Course	ITALY	21/05/2013	29/05/2013	25
Conflict Analysis Sensitisation Workshop	IRAQ	23/05/2013	23/05/2013	16
Applied Conflict Analysis for Prevention and Peacebuilding in Iraq	IRAQ	27/05/2013	30/05/2013	33

June

Promoting data use through the innovative technologies of DevInfo 7	ONLINE	03/06/2013	06/06/2013	36
UN Summer Academy 2013	UNITED STATES	10/06/2013	15/06/2013	42
Knowledge Management	ONLINE	10/06/2013	19/07/2013	29
UN Emerging Leaders Experience	ITALY	10/06/2013	14/06/2013	30
Analytical Reporting for UNAMA	AFGHANISTAN	11/06/2013	18/06/2013	34
UNDAF and UN Programming Principles Workshop for UNFPA West and Central Africa Regional Office	SENEGAL	17/06/2013	19/06/2013	14
The Learning Managers Forum	ITALY	19/06/2013	21/06/2013	37
Integrated Programme-Operations Planning Workshop	THAILAND	24/06/2013	28/06/2013	37
A Political Approach to Prevent and Respond to Electoral Violence	JORDAN	25/06/2013	28/04/2013	26
UN STEP: Skills and Tools for Effective Programming	ITALY	25/06/2013	28/06/2013	15

July

The Art of Communication	ITALY	01/07/2013	05/07/2013	17
Training of Trainers for Conflict-related Development Analysis	ITALY	22/07/2013	26/07/2013	30

August

UNDAF Sensitization & UN Comparative Advantage Workshop	TRINIDAD AND TOBAGO	19/08/2013	22/08/2013	60
Strategic Planning Retreat	SIERRA LEONE	27/08/2013	29/08/2013	55

September

UN Country Team & Joint Steering Committee Training for Peacebuilding Programming	KYRGYZSTAN	03/09/2013	06/09/2013	106
Safe and Secure Approaches in Field Environments (SSAFE) Training of Trainers	ITALY	09/09/2013	13/09/2013	27
Leadership in Business Operations	ITALY	09/09/2013	13/09/2013	42
UN Country Team (UNCT) Leadership Skills Course	ITALY	09/09/2013	13/09/2013	30
Strategic Planning Retreat	KENYA	10/09/2013	12/09/2013	45
Orientation Programme for Junior Professional Officers and Associate Experts	ITALY	23/09/2013	04/10/2013	47
Effective Writing Skills ONLINE	ONLINE	30/09/2013	25/10/2013	18
Measurements for Effective Results-Based Management (RBM) ONLINE course	ONLINE	30/09/2013	15/11/2013	40
Orientation and Career Support Programme for P1 / P2 Staff	UNITED STATES	30/09/2013	04/10/2013	31

October

Applied Conflict Analysis for Prevention and Peacebuilding	ITALY	08/10/2013	11/10/2013	10
Strategic Planning Retreat	TRINIDAD AND TOBAGO	09/10/2013	10/10/2013	45

Strategic Planning Retreat	BOSNIA HERZEGOVINA	10/10/2013	11/10/2013	55
UN Leaders Programme	SOUTH AFRICA	14/10/2013	18/10/2013	27
Strengthening Decision-Making Competencies for a more effective UN	UNITED STATES	16/10/2013	25/10/2013	27
Strategic Planning Retreat	TUNISIA	17/10/2013	18/10/2013	77
Strategic Planning Retreat	ANGOLA	17/10/2013	18/10/2013	50
Strategic Planning Retreat Phase I	GUATEMALA	17/10/2013	17/10/2013	50
Building Partnerships for Development Effectiveness	UNITED STATES	21/10/2013	25/10/2013	41
Partnering with Faith Organisations in Development	ITALY	22/10/2013	24/10/2013	23
Strategic Planning Retreat Phase II	GUATEMALA	27/10/2013	29/10/2013	50

November

UN Country Team (UNCT) Leadership Skills Course	ITALY	28/10/2013	01/11/2013	26
Skills for the Administrative Assistant	ONLINE	04/11/2013	05/12/2013	40
Train the Trainer	ONLINE	04/11/2013	18/10/2013	6
Conflict Analysis for Prevention and Peacebuilding	ONLINE	04/11/2013	06/12/2013	85
Decentralized Governance and Peacebuilding	YEMEN	04/11/2013	07/11/2013	30
Operations Management Skills Training	THAILAND	04/11/2013	08/11/2013	45
UN STEP: Skills and Tools for Effective Programming	THAILAND	04/11/2013	08/11/2013	13
Conflict analysis course for DPA and DPKO	UGANDA	06/11/2013	08/11/2013	28
Social Media for UN Programme and Coordination Specialists	ONLINE	11/11/2013	05/12/2013	26
UN Leadership Exchange	ITALY	12/11/2013	14/11/2013	9
Orientation and Career Support Programme for P1 / P2 Staff	SWITZERLAND	18/11/2013	22/11/2013	26
Senior Management Programme for UNECA	ETHIOPIA	19/11/2013	22/11/2013	15
A Political Approach to Prevent and Respond to Electoral Violence	KENYA	19/11/2013	22/11/2013	31
Decentralized Governance and Peacebuilding	PAKISTAN	25/11/2013	27/11/2013	24
Strategic Planning Retreat - Phase I	COMOROS	25/11/2013	27/11/2013	50
Conflict Analysis Tools	PAKISTAN	28/11/2013	29/11/2013	21

December

Strategic Planning Retreat	CHILE	02/12/2013	03/12/2013	50
Strategic Planning Retreat	PARAGUAY	03/12/2013	04/12/2013	50
UN Volunteers (UNV) Senior Management Team Retreat	GERMANY	10/12/2013	11/12/2013	7
Dialogue Series for Deputy Special Representatives of the Secretary-General (DSRSGs)	GERMANY	16/12/2013	17/12/2013	30

All Year

Secure & Safe Approaches to Field Environments (SSAFE) courses run by UNSSC-certified trainers	WORLD-WIDE	01/01/2013	31/12/2013	3,910
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Face-to-face learning participants 6,228

Online distance learning participants 509

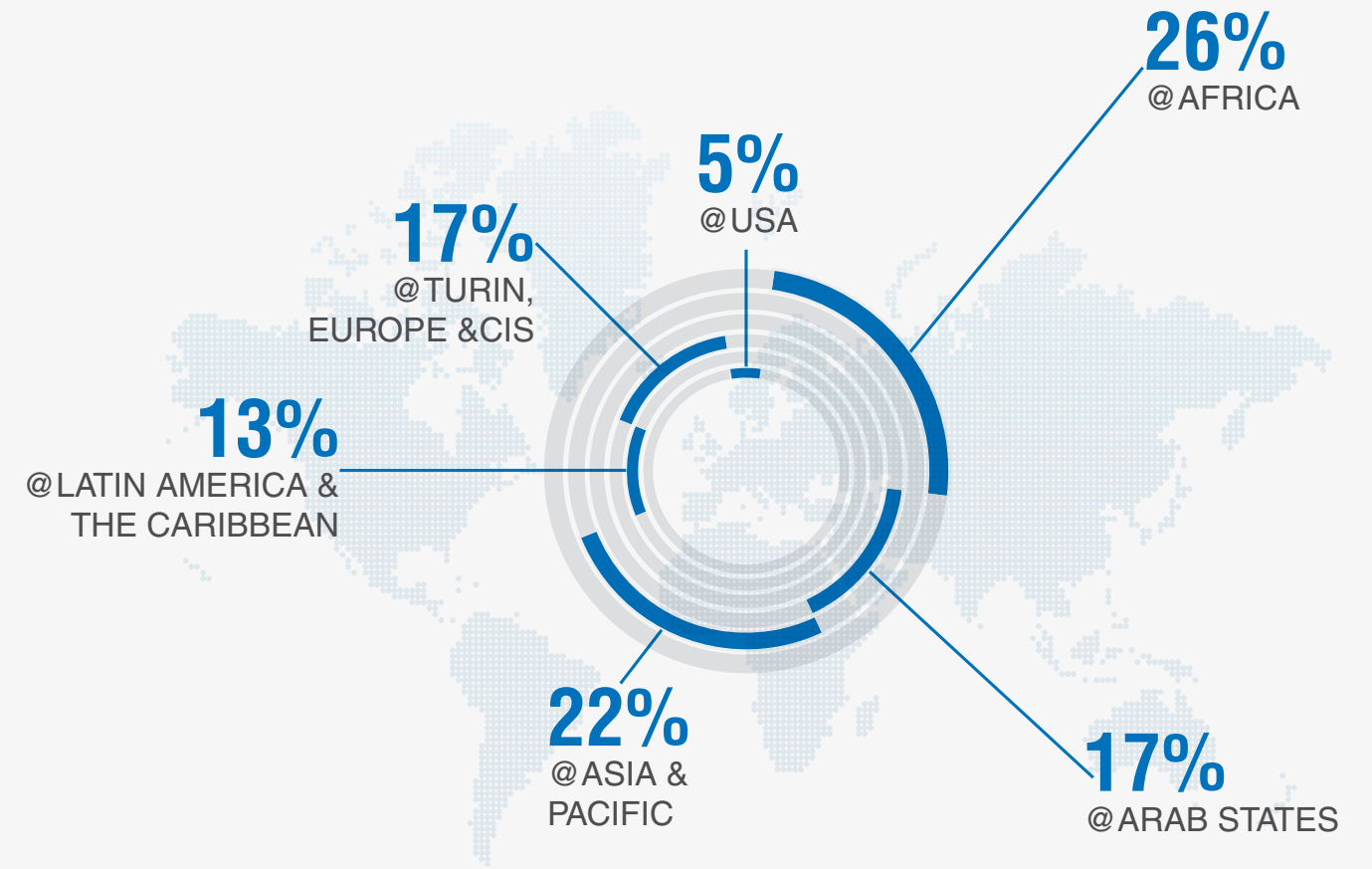
Users of UNSSC web-based learning tools 2,613

Total UNSSC Beneficiaries 9,350

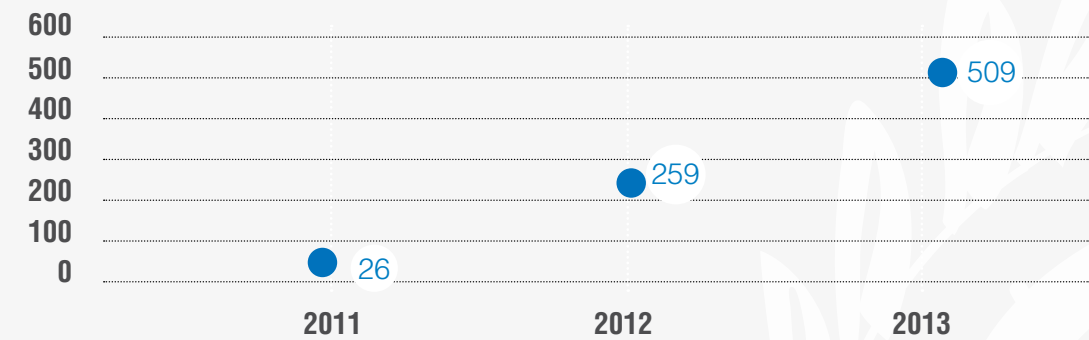




Where Did We Offer Face-to-Face Learning Opportunities in 2013?



How Has Our Distance Learning Grown Over the Years?



Financial Data

Expenditure by Biennia (expressed in US dollars)

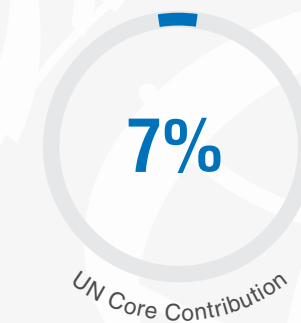
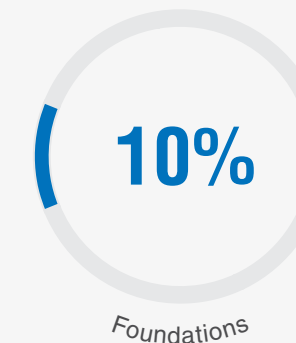
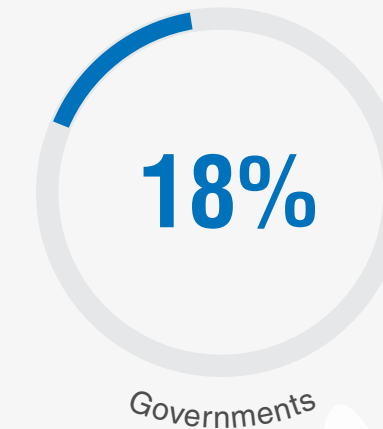
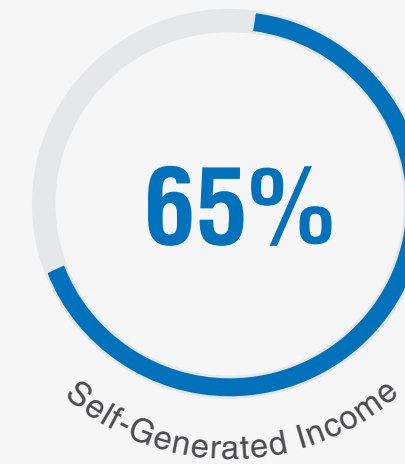
Category	2008 - 2009	2010 - 2011	2012 - 2013
Salaries and other personnel costs	\$ 10,961,334	\$ 13,421,704	\$ 12,406,421
Travel	\$ 2,923,533	\$ 3,419,126	\$ 1,302,059
Contractual services	\$ 514,418	\$ 581,747	\$ 653,460
Operating expenses	\$ 2,228,982	\$ 2,137,106	\$ 1,181,059
Acquisitions	\$ 264,480	\$ 348,513	\$ 184,670
Total expenditure	\$ 16,892,748	\$ 19,908,196	\$15,727,668

Expenditure by Years (expressed in US dollars)

Category	2010	2011	2012	2013
Salaries and other personnel costs	\$ 6,661,160	\$ 6,760,544	\$ 6,014,569.74	\$ 6,391,850.83
Travel	\$ 2,370,761	\$ 1,048,365	\$ 691,721	\$ 610,338.52
Contractual services	\$ 194,900	\$ 386,846	\$ 338,203	\$ 315,256.44
Operating expenses	\$ 1,345,605	\$ 791,501	\$ 601,551	\$ 579,507.63
Acquisitions	\$ 206,825	\$ 141,688	\$ 98,286	\$ 86,384.34
Total expenditure	\$ 10,779,252	\$ 9,128,944	\$ 7,744,330	\$ 7,983,338

Origin of Contributions for 2013 (expressed in US dollars)

	Contribution in 2013
Foundations	\$ 792,419
UN Core Contribution	\$ 500,000
Self-Generated Income - collected & receivable	\$ 4,911,366
Governments	\$ 1,362,966
Total	\$ 7,566,752



Core Contributions from UN Agencies for 2013

(expressed in US dollars)

Agency	Contribution in 2013
FAO	\$ 36,934
IAEA	\$ 20,789
ICAO	\$ 8,458
IFAD	\$ 3,549
ILO	\$ 25,130
IMO	\$ 3,093
ITU	\$ 8,133
UNDP	\$ 36,630
UNESCO	\$ 24,998
UNFPA	\$ 7,849
UNHCR	\$ 35,687
UNICEF	\$ 48,140
UNIDO	\$ 7,403
United Nations	\$ 150,424
UNOPS	\$ 7,068
UNRWA	\$ 2,130
UPU	\$ 1,714
WFP	\$ 13,964
WHO	\$ 47,572
WIPO	\$ 7,575
WMO	\$ 2,758
Total	\$ 500,000

Balance Sheet as of 31 December 2013*

(expressed in US dollars)

Assets	
Cash and term deposits	\$ 822,759
Cash Pool	\$ 12,728,864
Other receivables	\$ 397,539
Interfund receivable	\$ -
Deferred Expenditures	\$ -
Total Assets	\$ 13,949,162
Liabilities	
Interfund balances payable	\$ (44,448)
Deferred Payable	\$ (504,464)
Deferred Income	\$ (456,076)
Unliquidated obligations	\$ (247,744)
Total Liabilities	\$ (1,252,732)
Reserves and Fund Balances	
Operating reserves	\$ (1,197,501)
Refund to donors	\$ 133,873
Prior period savings	\$ (171,574)
Other Adjustment to Reserve and Fund Balances	\$ 7,520
Cumulative surplus (deficit)	\$ (11,468,749)
Total Reserves and Fund Balances	\$ (12,696,430)
Total Liabilities, Reserves and Fund Balances	\$ (13,949,162)

*as provided by the United Nations Office in Geneva (UNOG)

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UNSSC Green Office Initiative: green@unssc.org





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 @UNSSC

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

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



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