

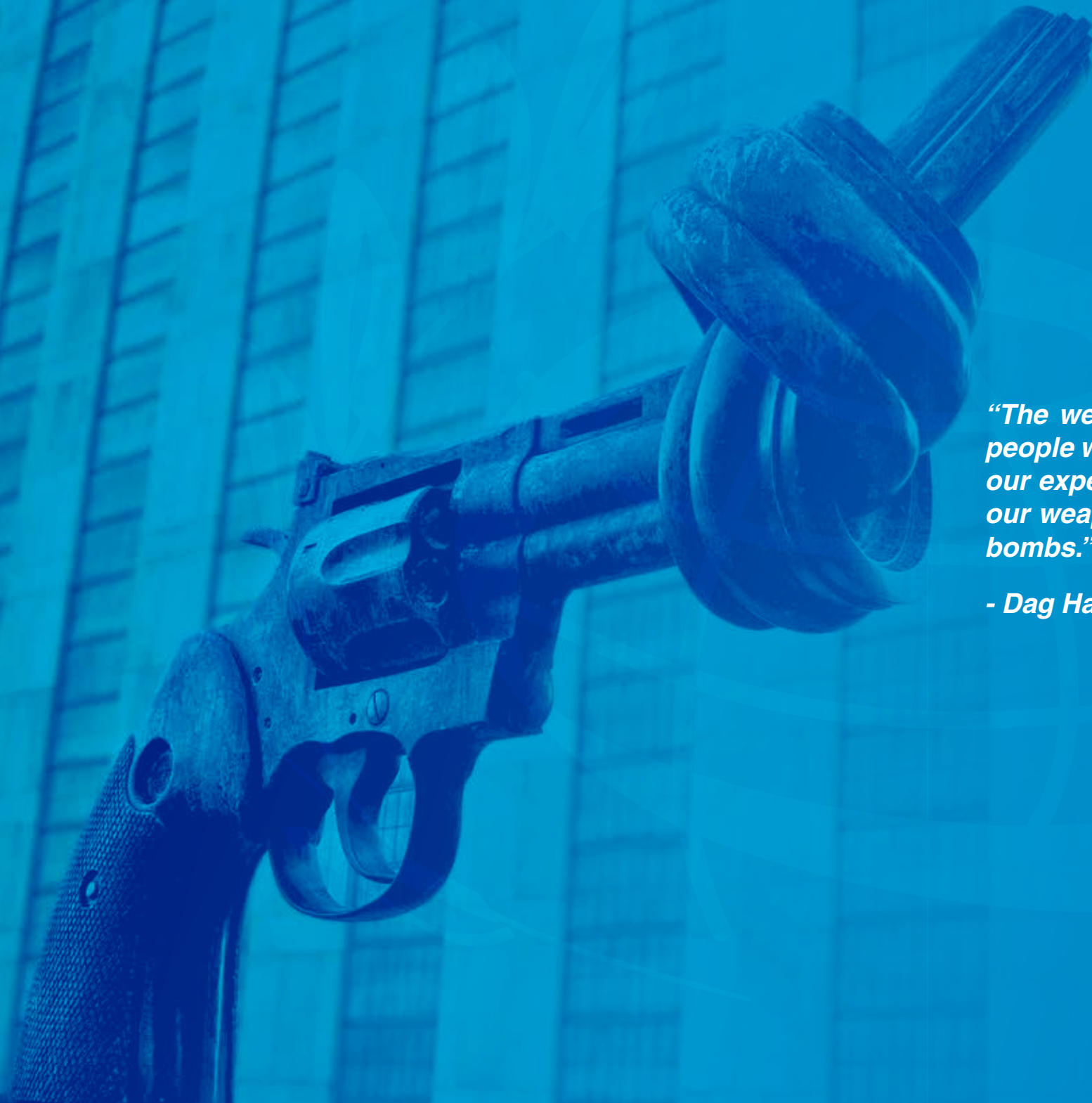


SHARING KNOWLEDGE  
DEVELOPING LEADERS



# United Nations System Staff College

## Annual Report 2014



*“The weight we carry is not determined by physical force or the number of people who form the constituency. It is based solely on trust in our impartiality, our experience and knowledge, our maturity of judgment. Those qualities are our weapons, in no way secret weapons but as difficult to forge as guns and bombs.”*

*- Dag Hammarskjöld, Secretary-General of the United Nations from 1953-1961*

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# UNSSC AT THE FOREFRONT

Foreword by the Director

It is my pleasure to introduce the United Nations System Staff College (UNSSC) Annual Report 2014, sharing our accomplishments in the field of learning, training and knowledge management for the UN system. As the principal learning and training organization for the wide spectrum of UN agencies, funds and programmes, UNSSC delivers learning opportunities which are distinctively designed for UN personnel.

In 2014, UNSSC reached a total of over 16,000 UN staff, equipping them with knowledge and appropriate tools to work towards a common goal of making the UN more coherent, efficient and effective. This figure represents historical peak for the College. UNSSC staff and certified trainers delivered learning programmes in 77 countries around the world and online, addressing a wide range of thematic and regional demands. To enhance our core curriculum and its context relevancy, we initiated new collaboration with renowned experts, academic institutions, and UN partners. At the same time, we strengthened our ability to systematically review our learning activities, with highly encouraging results.

97 per cent of participants indicate that they would recommend a UNSSC training to a colleague.

The Staff College sustained these substantial results with fewer than 40 staff members and in a financial environment that poses many challenges.

Yet the strategic importance of the Staff College to the UN system lies not only in what the College is doing today, but also in its potential for growth. The seventieth anniversary of the UN and the impending adoption of a new development agenda provide an occasion both for recognising the achievements of the College and for taking stock of what more must be done.

In preparation for the post-2015 era, the Secretary-General and the international community are calling for a transformation to ensure the UN will be fit for purpose to respond to the challenges of the new sustainable development agenda, with a development system able to support and implement the new agenda, as well as a humanitarian response system better able to fulfil growing needs.

In this context, the capacity of the UN international civil service is critical.

UN staff must be equipped with appropriate knowledge, tools and innovative capacity to make a real difference in terms of saving and improving lives, and maintain



Jafar Javan, Director UNSSC - Turin, July 2014

the system's comparative advantage in doing so. Practitioners must be inspired to contribute to collective strategies with independent thought, rooted in universal values. They must be prepared to translate global strategies into country-specific programmes. As they monitor and report on progress, their success stories and lessons learned must be captured and directed to inform future policy, programming and advocacy. Across the system, staff must be equipped with a common foundation of skills and understanding to link the normative, standard-setting and operational dimensions of their work.

Concurrently, there is a need to effect a cultural shift in the Organization: to bring about a reinvigorated system which delivers outcomes collaboratively, in which all staff have a shared understanding of core issues such as UN values and risk management, and in which staff are supported to increasingly share knowledge on a system-wide basis. To achieve this transformation, the change must come from within. The Organization's success in tackling the challenges of tomorrow will rest not only in the policy and programming steps to be taken, but also in the ability and willingness of

the Organization to become a genuine 'learning organization.'

At this special moment in the history of the UN, the Staff College occupies a singular place in the system. No other entity is positioned and mandated to provide a platform for system-wide dialogue, knowledge sharing and learning to strengthen system-wide leadership, drive change management and build staff capacity in critical areas.

There are many reasons to be confident that the College is up to the challenge.

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

# UNSSC AT A GLANCE

Created by the General Assembly in 2002, UNSSC is mandated to serve as a system-wide knowledge management and learning institution, with a view to fostering a cohesive management culture across the United Nations.

Most of the College's learning and knowledge sharing offerings - whether open enrolment courses or 'on demand,' tailored programmes for UN partners - are intended exclusively for **UN personnel**.  
By 'learning as one,' UN staff are better equipped to 'deliver as one.'



Our **learning, training and knowledge products** include:

- Residential workshops, seminars and training courses
- Distance learning opportunities
- On-demand services and tailor-made learning programmes for UN organizations
- Agency-specific Learning Management Portals
- Training of Trainers programmes
- Communities of Practice and Knowledge Fairs



The College's programmes benefit from its close relationship with UN decision making bodies, allowing the College to identify the particular training demands of the agencies, funds and programmes, and respond to the **far-reaching reform agenda** that cuts across the UN system.



The Staff College offers **residential courses** on the UN campus in Turin, Italy, and deploys its mobile team of experts to deliver training in some **60 countries** annually.

In addition, the College offers a growing portfolio of **distance learning** courses and knowledge sharing platforms.

In developing and implementing its programmes, the College collaborates with renowned **experts, academic institutions, and UN partners**. In this way, the College brings innovative thinking, academic rigour, and context relevancy to bear in building staff capacity to address the most critical issues facing the UN.



**100,000**  
BENEFICIARIES

To date, our learning, training and knowledge sharing services have reached nearly **100,000 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 2014 Board of Governors was composed as follows:

### Chair

- Ms. **Susana Malcorra** *Chef de Cabinet, Executive Office of the Secretary-General*

### Members

- Ms. **Anne-Birgitte Albrechtsen** *Deputy Executive Director, UNFPA*
- Mr. **Alexander Aleinikoff** *Deputy High Commissioner for Refugees, UNHCR*
- 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. **Catherine Pollard** *Assistant Secretary-General, OHRM UN Secretariat*
- Ms. **Jane Stewart** *ILO Special Representative to the United Nations and Vice-Chair of the HLCP*
- 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 2014 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



# 2014 HIGHLIGHTS

## January

### TAILORING OUR LEADERSHIP PROGRAMME TO MEET SPECIFIC NEEDS OF UN ENTITIES

In January 2014, the College launched the *ILO Executive Leadership and Strategic Management Programme*. The programme was designed by UNSSC in consultation with the International Training Centre of the ILO, taking into account the new strategic priorities and the unique mandate and tripartite governance structure of the Organization. The trend toward developing tailor-made leadership programmes for UN entities continued throughout the year.

## February

### HUMAN RESOURCES DIRECTORS FROM OVER 30 UN ORGANISATIONS GATHER IN TURIN

Throughout the year, the College received requests to design and facilitate inter-agency meetings providing a space for knowledge-sharing and exchange, brainstorming and reflection. One such example was the convening of the *Annual Meeting of the Human Resources Network* and the *Human Resources Directors Retreat*. The consecutive events brought

together the directors of human resources departments from over thirty UN and related organizations at the UN campus in Turin.

## March

### EXPANDING KNOWLEDGE, SKILLS AND ACCESS TO EXPERTISE THROUGH DISTANCE LEARNING AND ONLINE PLATFORMS

As part of its growing portfolio of online tutored workshops, the College offered courses on *Conflict Analysis for Prevention and Peacebuilding*, *Effective Writing Skills*, and *Finance for Non-Finance People*. At the same time, the College prepared for the launch of a new course on Decentralized Governance and Peacebuilding. In addition, as part of its efforts to support the development and discovery of relevant expertise, the College organised the *DevInfo Expert Roster Workshop*. The workshop built a cadre of experts able to support UNCTs on technical and programmatic aspects of the DevInfo initiative, thus populating the UNDG roster.

## April

### BUILDING AN EFFECTIVE 'ONE UN' LEADERSHIP CULTURE

The College offered its flagship *UN*

*Leaders Programme* for Director-level participants in Singapore, in cooperation with the Lee Kuan Yew School of Public Policy. At the same time, building on the success of the *UN Leaders Programme*, the College offered the *Emerging Leaders Experience* in New York. Later in the month, in partnership with UNDOCO, the College facilitated a workshop for the inter-agency working group to prepare the next edition of the *Resident Coordinator (RC) Induction Workshop*. The workshop, which is mandatory for all first-time RCs, provides grounding in key responsibilities, an introduction to critically important skills, and exposure to the mandates and priorities of the UN Funds, Programmes, Specialized Agencies and Departments. At the end of the month, the College offered its popular *UNCT Leadership Skills* course which remains a mandatory part of the RC Induction.

## May

### TRANSFORMING THE CONCEPT OF 'DELIVERING AS ONE' FROM A STRATEGIC GOAL TO PRACTICE

As one of nearly 30 *Strategic Prioritization Retreats* (SPRs) delivered by the College over the year for UN Country Teams around the world with the support of UNDOCO, the College facilitated a SPR for the UNCT in Cambodia. Through these retreats, UNCTs and their counterparts identified priorities for intervention, analyzed the comparative advantages of the UN system and developed results-oriented UN Development Assistance Frameworks with a focus on system-wide programming and delivery. Also in May, the College offered a series of 'Delivering as One' trainings for the UNCT in Guyana and a *Joint Programming Training* for representatives of each UNCT in the Latin America and the Caribbean region.



## June

### EXPLORING NEW CHALLENGES, NEW ACTORS, NEW APPROACHES

The third edition of the *UN Summer Academy* was held at UN Headquarters in New York. The event attracted participants representing 13 UN entities, as well as global partners from the public and private sector, and featured a faculty of distinguished speakers. Opened by the UN Deputy Secretary-General and closed by the UN Chef de Cabinet, the Academy also benefitted from interventions by the UN Under Secretary-General for Peacekeeping Operations, the Special Coordinator of the OPCW-UN Joint Mission to Eliminate the Chemical Weapons Programme of the Syrian Arab Republic, Human Rights Watch Deputy Executive Director, and the UN Secretary-General's Youth Envoy, amongst others.



## July

### STRENGTHENING COLLABORATION AND PARTNERSHIPS

To strengthen cooperation with local authorities and engage the local community, the College organized the *Torino Leadership Forum* with the City of Turin. This public event recognized individuals whose initiatives at the local level have made a significant contribution to tackling global problems.



Later in the month, in cooperation with the United States Department of State, the College convened the *Capacity Building for UN Reform Workshop*, bringing together

twenty-three senior representatives of the UN and Member States. The programme resulted in a set of directions to build intellectual leadership amongst UN staff for the development and implementation of a new development framework, to equip staff with a common foundation of skills and understanding to respond to emerging challenges across the three pillars of the UN, and to foster networks of committed staff capable of concerted action to assess and implement system-wide reforms.

## August

### WORKING AT THE NEXUS OF HUMAN RIGHTS AND CONFLICT TRANSFORMATION

In August, the College launched a new online course on *Working at the Nexus of Human Rights and Conflict Transformation*, created with the UN Task Team on Conflict Prevention and other UN partners. The course offers insight on how conflict transformation and human rights approaches complement one another, and how practitioners can utilize these linkages concretely in their work.

## September

### SUPPORTING TRANSFORMATIVE DEVELOPMENT IN A RENASCENT AFRICA

The College designed and facilitated a *Senior Management Retreat* for the UNECA in Addis Ababa. The Retreat deepened discussion and built consensus on steps to implement the Commission's new programme of work to assist African countries to formulate and implement policies and programmes that will lead to sustainable economic growth and inclusive development.

## October

### A ONE-STOP-SHOP FOR UN STAFF ON THE POST-2015 DEVELOPMENT AGENDA

As a service to the UN system, the College launched the '*Post-2015 Learning Hub*' (post2015.unssc.org). This online workspace

provides a one-stop shop for UN staff on courses, resources, and exchange on the Post-2015 Development Agenda. Amongst other features, the hub offers a free online e-learning library consisting of videos accompanied by downloadable presentations of keynote sessions by eminent figures on issues of relevance to the post-2015 development agenda.

## November

### BUILDING PARTNERSHIPS FOR DEVELOPMENT EFFECTIVENESS

The College delivered its course on *Building Partnerships for Development Effectiveness* in New York. The course explores means of leveraging the opportunities of South-South and triangular cooperation, strengthening operational partnerships with other multilateral institutions, and working effectively with civil society partners and the private sector. Based on the success of this course, the College also designed and delivered a tailor-made course for UNICEF on a similar theme.

## December

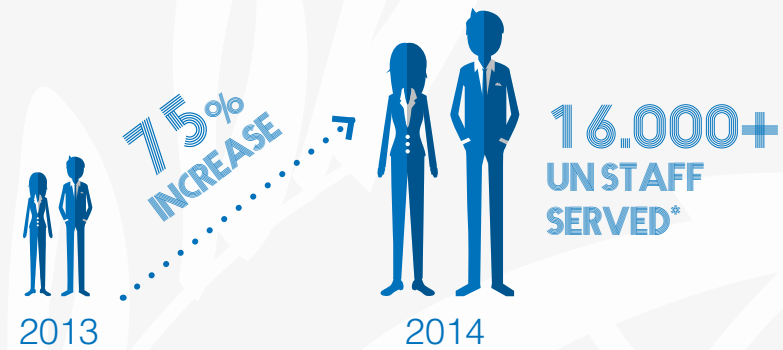
### LAYING THE FOUNDATION FOR FUTURE EXCELLENCE

The Board of Governors adopted the College's first Corporate Action Plan (2014-2017). To match College's vision with concrete ways to get there, the Plan identifies strategic actions, concrete activities, and key performance indicators to achieve the objectives laid out in the Strategic Framework. To expand and enhance the College's role as a catalyst for the UN reform agenda and in preparing staff to meet the challenges of the post-2015 era, the Plan identifies a portfolio of strategic projects for investment and roll-out in 2015, complementing the College's existing portfolio.

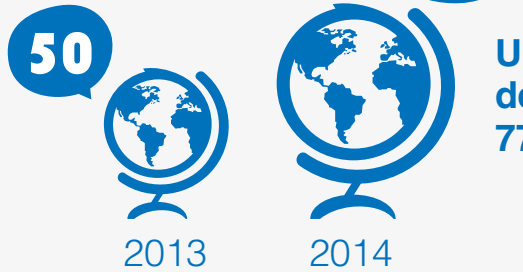


# THE YEAR IN NUMBERS

We served over 16,000 beneficiaries in 2014 with learning opportunities responding to critical challenges facing the UN.

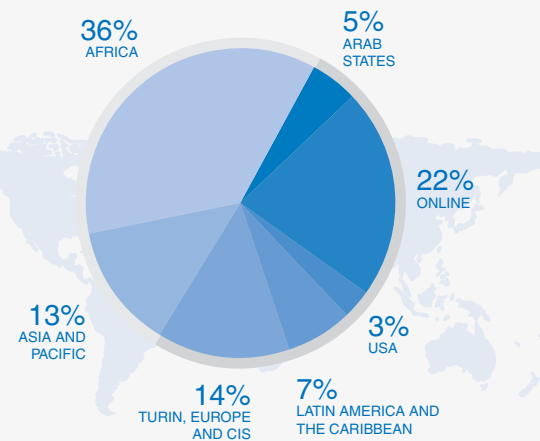


COUNTRIES REACHED

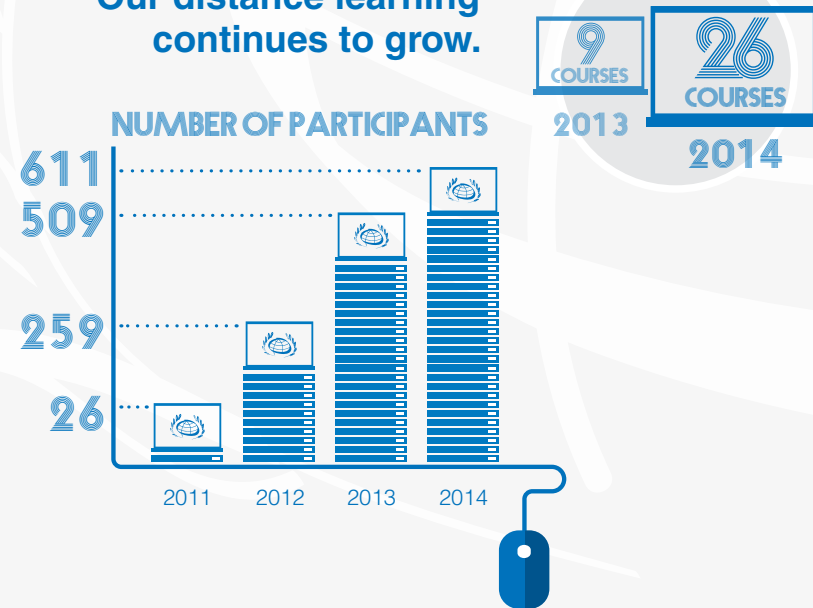


UNSSC staff and our certified trainers delivered learning programmes in 77 countries around the world.

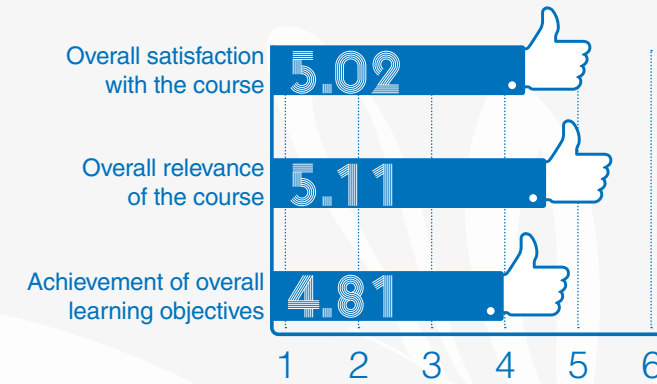
We reached UN personnel in all regions.



Our distance learning continues to grow.

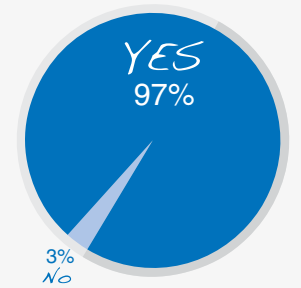


Participant reaction to UNSSC trainings is overwhelmingly positive.

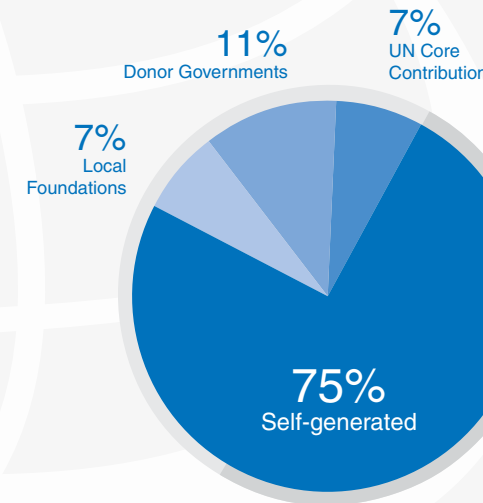


6= highest satisfaction, high professional relevance and complete achievement of overall objectives.  
1= no satisfaction, no professional relevance or no achievement of overall objectives

“Would you recommend participating in future editions of this training to colleagues?”



The College continued to derive the large part of its income from self-generated sources.



The trend of the Colleges self-generating the major part of its income has continued over recent years, increasing to 75 per cent in 2014 over 65 per cent in 2013.

This provides testament of the strong demand for the College's services, despite the decreasing resources of UN entities as a result of the global financial crisis and the direct impact on funding available for learning and training activities.

2014 saw an important increase over 2013 in value and number of contracts signed with UN Organizations.



Value of Contracts



Number of Contracts



# 2014 AREAS OF LEARNING

Across disciplines and across regions, the Staff College's learning programmes focus on the core question, "How can UN staff best contribute to building a stronger UN and a better world?"

To this end, we concentrate on five key areas of learning:

## Development, Gender and Human Rights

As the world prepares to implement a transformative new development agenda, the UN system must be prepared to support Member States on how to bring its goals to scale. The College is committed to supporting UN staff and programming counterparts in building individual, institutional and societal capacity for development programming, gender mainstreaming and human rights realisation. The College's course offerings and knowledge management tools (tailored upon demand) build a strengthened cadre of development experts across the UN system, able to span and bridge the interrelated pillars of sustainable development.



## UN Coherence

The College supports the implementation of UN reform at the country level with learning and facilitation services aimed at building a more coherent and effective UN. Taking the United Nations Development Group policies as its starting point, the College helps managers make use of the various instruments and processes at the disposal of UN country teams, and supports UN staff in general to transform the concept of 'Delivering as One' from a strategic goal into practice.



## UN Leadership

Vision, courage and a focused skill set in our senior leadership are imperative to drive the change the UN urgently needs, and to effectively overcome obstacles and resistance. To successfully deliver as one, leadership must be inspired by a sense of belonging to something that is greater than their own entity and be equipped to create an environment in which staff feels empowered to take reasonable risks to promote UN values and principles. The College's leadership programmes empower individuals to align and refine their leadership approaches and insights and thereby meet their full leadership potential.



## 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 UN of the future. Its portfolio opens opportunities for UN personnel to acquire and sharpen essential knowledge and skills through formal and informal training, and by leveraging technology. The College also responds to demand from UN partners for custom-made online learning programmes and knowledge management platforms.



## Peace and Security

The College designs and implements innovative learning and training activities directly responding to complex needs in the area of peace and security. Course offerings range from applied conflict analysis for prevention and peacebuilding, to decentralised governance and citizen participation to human rights and conflict transformation, and from prevention of electoral violence to UN staff safety and security. In addition to its open enrolment courses, the College designs customized trainings directly delivered to staff in field locations.



# STRENGTHENING OUR CURRICULUM AND EXPANDING OUR REACH

In 2014, the College pursued a strategy to strengthen its curriculum and expand its reach in three different ways: (a) by introducing new open courses to respond to evolving thematic and regional demands; (b) by designing and delivering tailor-made products and services to respond to the specific needs of UN entities; and (c) by leveraging the power of technology to make learning and knowledge sharing opportunities accessible to a greater number of staff.

## EQUIPPING STAFF TO MEET NEW CHALLENGES

Encouraged by the results of an independent evaluation which found the College's flagship leadership programmes were achieving their objectives and making a positive overall impact on the UN, the College expanded its portfolio of offerings in this area at headquarters and regional locations. Building on the success of the *UN Leaders' Programme* for Director-level participants, the College strengthened its new programme, launched in 2013, to prepare mid-level managers for leadership in the UN of the future. Using an array of active learning methodologies, the *Emerging Leaders Experience* works to unravel participants' leadership potential, build strategic skills for negotiation and explore approaches to leverage personal awareness and leadership impact. Four editions of the programme took place in 2014. Also during the year, a UN Leadership Forum for alumni of the senior leadership programmes was successfully launched, constituting the first programme for alumni with an opportunity to deepen and enrich their personal leadership journeys.

The College now offers a comprehensive 'UN Leadership Pathway,' with a portfolio of courses for staff at the mid-career level (P-3 to P-4) to the senior executive level (Under Secretary-General and Assistant Secretary-General). In this way, the College supports the ability of the system to recognise and nurture the leadership capacity of staff at all levels and promote system-wide career development.

The College also ramped up its efforts to equip UN staff with the right tools, skills and knowledge in the context of the fit for purpose and the

post-2015 agenda. Amongst other activities, the College introduced a course on *Political Economy Analysis and Risk Management for UN Programming*. This course supports UN practitioners to gain a deep understanding of the social, economic, political and cultural environment in which they are operating, in order to support Member States to make informed decisions for positive change.

To support coherence in the implementation country development strategies, the College reoriented its offerings for UN Country Teams to provide support not just at the strategic planning stage but throughout the entire cycle of the UNDAF and/or the One UN Programme development process. In 2014, the College re-branded its previously titled course UNSTEP as *Strengthening Inter-Agency Work through Joint Programming*; the new edition brought together 24 participants from 12 UN entities and 24 duty stations.

The College further expanded efforts to strengthen the ability of UN staff to help secure the peace and security the world needs to enable development to take place. A continuing trend of deteriorating peace and increasing violence in the world - including in areas not directly affected by armed conflict - led the College to broaden its portfolio with new courses on conflict analysis and prevention, decentralization and peacebuilding, working at the nexus of human rights and conflict transformation, and prevention of electoral violence, as well as learning initiatives aimed at understanding a new generation of non-state armed groups.

## UNLOCKING THE POTENTIAL OF ON-DEMAND LEARNING

A notable trend in 2014 was an increasing demand for tailor-made programmes for UN entities, underscoring the growing reputation of the College as a trusted internal partner in staff capacity development.



In January 2014, the *ILO Executive Leadership and Strategic Management Programme* was designed and delivered. The success of the programme led to a request from the ILO to hold it again in 2015. In addition, a new Leadership Programme for Women to support the UNAIDS Gender Action Plan was launched in October 2014, with excellent feedback and interest in a second edition in 2015. Agreements for training of UN Secretariat and FAO staff in the College's leadership programmes have also been signed, while negotiation is underway toward the establishment of agreements with other UN entities.

The College further benefitted from return business from UN entities in areas related to the post-2015 development agenda. Based on the success of the College's open course on partnerships, UNSSC designed and delivered a tailor-made course for UNICEF on *Building Partnerships for Development Effectiveness in a Post-2015 World*. In addition, together with OHCHR and UNDP, under the auspices of the UNDG-Human Rights Mainstreaming Mechanism, the College is leading the development of a Learning Strategy for Resident Coordinators on human rights.

Given its strong reputation in this area, UNSSC was also asked to deliver a course in Helsinki on the human rights-based approach to programming for staff of the Ministry of Foreign Affairs of Finland.

To address the specific development challenges of countries, with the sponsorship of the UN Development Operations Coordination Office, the College delivered nearly 30 *Strategic Prioritization Retreats* for UN Country Teams around the world, attended by over 1,700 participants. Through these retreats, UNCTs and their counterparts identified priorities for intervention, analyzed the comparative advantages of the UN system, and developed results-oriented UN Development Assistance Frameworks with a focus on system-wide programming and delivery.

Responding to the unique challenges faced by staff in conflict-affected areas, many of the College's peace and security programmes also continue to be customized to address country specific needs. As just one example, based on successful delivery of the *Conflict Analysis Tools* training in Pakistan for UNDP in 2013, UNSSC was invited to return to conduct a *Training of Trainers on Conflict Analysis Tools* in 2014. The courses brought about mobile training teams which jointly developed a manual to train national government counterparts in the Federally Administered Tribal Areas of Pakistan (FATA), thus standardizing conflict analysis as part of the UNDP/FATA projects across the conflict area.

At the same time, the growing need for UN staff to be equipped to 'stay and deliver' in contexts of increasing violence on the ground has resulted in an increased emphasis by the UN on training civilian UN personnel on staff safety and security. The College is further expanding its partnership with UNDSS to meet this need. In 2014, the College's training of trainers in *Safe and Secure Approaches in Field Environments (SSAFE)* programmes created a substantial multiplier effect, as UNSSC-certified trainers reached an unprecedented total of 8,350 UN staff in 37 countries with these essential programmes.



## ENHANCING OUR DISTANCE LEARNING AND KNOWLEDGE SHARING CAPACITY

The College is gradually transforming itself from an institution 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 to expand their knowledge or sharpen their professional skills who otherwise, for a variety of reasons, may have not been able to attend UNSSC's face-to-face courses.

New entries in the College's 2014 portfolio included: *Decentralization and Peacebuilding, Exploring the Nexus of Conflict Transformation and Human Rights, Global Diversity and Multicultural Competence, Project Management Essentials, Learning Design for Online Courses, Finance for Non-Finance People, Leading and Managing Change in the Workplace and Working in Teams*. Participants' feedback has confirmed the value of these online tutored courses, with real-time collaboration in virtual classrooms proving an effective alternative to face-to-face programmes.

The College also responded to an increased demand from UN entities for tailor-made online learning programmes. For example, at the request of OHCHR, UNSSC is participating in the Training Advisory Board of the 'Human Rights up Front' initiative for the development of a mandatory online training course on human rights. Likewise, the College designed a distance learning course on *Results-Based Management* for UNEP. The course will build the capacity of UNEP personnel to design and deliver projects that make sustainable and measurable positive impacts on the environment, while contributing to gender equality.

In addition, the College introduced innovative online tools to support UN staff learning and training in response to specific needs:

- The *Post-2015 Learning Hub* ([post2015.unssc.org](http://post2015.unssc.org)) provides a one-stop shop for UN staff on courses, resources, and exchange on the Post-2015 Development Agenda. Amongst other features, the hub offers a free online e-learning library consisting of videos accompanied by downloadable presentations of keynote sessions by eminent figures on issues of relevance to the post-2015 development agenda.
- The *Country Analysis Toolkit*, an elaborate electronic diagnostic programming tool, provides a framework for understanding various incentives and constraints at the country, sector and

project level, and helps UN Country Teams conduct, update and share strong country analysis. The toolkit draws from knowledge generated through the College's courses.

- The *UNKampus Portals*, a new Learning Management System offered to UN system organizations, promotes wider accessibility of learning resources. In 2014, the College launched this portal and supported entities to disseminate global initiatives through it (e.g. Greening the Blue: The Tutorial). User registration in UNKampus Portals and participation in the activities it contains are free.
- The first two UNSSC Apps for iOS, the *UN Facilitator's Cookbook* (a community-based knowledge-sharing toolkit for best practices in facilitation of workshops and trainings) and a new App to accompany the *Post-2015 Learning Hub* will be released in 2015.

New distance learning courses under development for 2015 include: *Participation of Minorities in UN and National Programming Processes, The Use of Technology for Development and Data Revolution for Post-2015*. The College will also expand its online offerings in communications skills, decision-making and managing organizational change. In addition, the College will launch a new online induction to the UN in partnership with the Office for Human Resources Management in the UN Secretariat, and a tailored course on *Gender Statistics* for the UNECA.



# HARNESSING THE POWER OF PARTNERSHIPS



The Staff College strengthened collaboration with a broad base of stakeholders from within and outside the UN, and in the public and the private sector. This has augmented the number and depth of UNSSC's offerings and sharpened their focus.

The Staff College today is a key ally of inter-agency policy-making bodies such as the UN Chief Executives Board, the High-Level Committee on Programmes and the High-Level Committee on Management. The College works in support of their inter-agency efforts through the implementation of learning and training in key areas of reform. In addition, the participation of the College in the group on learning and training in relation to the Steering Committee on Post-2015, chaired by the Secretary-General's Special Adviser on Post-2015 Development Planning, has been instrumental to shaping the College's strategy.

In 2014, the College signed a Memorandum of Understanding with the European Inter-University Centre for Human Rights and Democratisation and invested in the development of new training activities with renowned academic institutions such as Durham University and the SDA Bocconi School of Management. In 2015,

a *Reflection Series on Development Cooperation in Middle Income Countries* will be organized with the Hertie School of Governance and the UN Development Operations Coordination Office.

The College strengthened collaboration with UN entities to ensure the context relevancy and sustainability of its activities. For example, the College offered its *Building Partnerships for Development Effectiveness* course in New York, with the support from colleagues in the Executive Office of the Secretary-General, the Director of the Ethics Office, UNICEF, UNDP, the UN Foundation, the UN Global Compact and several private sector partners, such as Coca Cola and Deloitte. Likewise, the College continued to offer its *A Political Approach to Prevent and Respond to Electoral Violence* course, the curriculum of which was developed with the UN Department of Political Affairs (DPA). In 2014, DPA committed internal funds to sustain the training initiative which was previously fully donor funded.

To inform the College's learning initiative aimed at understanding and analyzing a new generation of non-state armed groups, the College formed an inter-agency working group to develop training and learning packages and a knowledge portal, as well as to commission academic papers and field accounts. The final scoping report fed into, and was further informed by, the annual *Dialogue Series for Deputy Special Representatives of the Secretary-General (DSRSGs)* which brought together DSRSGs working in multi-disciplinary peace operations and selected senior staff with experts and leaders from within and outside the UN system. The College continued to convene this high-level event in partnership with the Centre for International Peace Operations (ZIF).

To strengthen the College's cooperation with local authorities and engage the local community, the *Torino Leadership Forum* was organized in July 2014 with the City of Turin. The event benefitted from the presence of the UN Deputy Secretary-General who addressed the audience in a keynote speech and presented four recipients with the 'Torino Leadership Award 2014' in recognition of their contributions to the UN's goal of "Leaving No One Behind" in the diverse areas of health, education, sustainable textile production and agriculture. Open to the general public, the event attracted around 200 people and received ample press coverage.

Enhanced knowledge sharing with senior representatives of Member States and the UN further informed UNSSC's strategic vision by identifying priority areas of intervention where the process of UN organizational reform could be accelerated and enhanced through system-wide capacity building. In July 2014, the College convened the *Capacity Building for UN Reform Workshop*, in cooperation with the United States Department of State. The event brought together twenty-three senior representatives of the UN and Member States. UNSSC is currently preparing a roadmap to develop and implement the suggested learning and training activities to deliver on the expectations and outcomes endorsed by participants.

# PREPARING FOR FUTURE CHALLENGES: UNSSC'S PRIORITIES GOING FORWARD

"People are expecting the UN to be the perfect machinery, [like] a Swiss watch.... Remember that this organization, even if it is for "we the people," is the nation-states, and many nation-states are not always democracies or well-functioning societies. You must understand the United Nations is a reflection, a mirror, of the world as it is.

But my job, and the Secretary-General's job, and all of us who work here, is to also remind ourselves of what the world should be. The best definition of my job, as I see it myself, is that I should try to, inch-by-inch, lessen that distance between what is and what should be."

- Jan Eliasson, UN Deputy Secretary-General

Responding to rapid changes in the world and the ever-evolving needs of the UN, the College is working to develop strategic activities to be launched in 2015 and beyond, complementing the College's existing portfolio.

Some highlights include:

- **Strengthening the voice of women at the leadership table:** Adding to the College's growing portfolio of flagship leadership offerings, in 2015 a new course on *Leadership, Women and the UN* will be offered on an inter-agency basis, building on the success of the tailored course for UNAIDS. The College is firmly convinced that, for the UN to credibly lead global efforts towards social justice, equality and non-discrimination in the post-2015 era, and effectively respond as global challenges grow in number and complexity, the system must make a renewed effort of tapping the leadership potential of its female staff. The course will offer valuable opportunities for mid to senior level female staff from across the system to unfold leadership skills while networking and learning from each other's experiences.
- **Increasing the capacity of UN staff to implement the forthcoming sustainable development agenda:** UNSSC plans to significantly increase its focus on the Sustainable Development Goals (SDGs) through the development of learning tools, platforms for interaction and a set of contemporary learning offerings. The College is partnering with UNITAR to prepare *National Sustainable Development Training Workshops* for UNCTs and national actors. This initiative is guided by the Senior Coordinator "UN Fit for Purpose for the Post-2015 Development Agenda," and will be rolled out in 2015 in coordination with the UN Development Operations Coordination Office and in consultation with the Secretary General's Special Advisor on Post-2015. In addition, courses are being developed to provide participants with guidance on how to incorporate the new SDGs into the Standard Operating Procedures and to strengthen staff skills in selecting, creating, using and interpreting data and statistics. To widely share knowledge generated, the College will update and expand the online *Post-2015 Learning Hub*.
- **Bridging the gap between humanitarian action and peacebuilding:** Two new courses, building on UNSSC's applied conflict analysis training project, will become a regular feature of the College's portfolio in the future: *Conflict Analysis for Humanitarian Action and Peacebuilding* (in partnership with OCHA and DPKO) and *Conflict Analysis for Strategic Assessment* (in partnership with DPA). In addition, the College is working with a consortium of partners (PeaceNexus, ACCORD, USIP, FBA and Swisspeace) toward the development of a web-based Peacebuilding training game to help prepare professionals for the challenges they will encounter in the complex world of peacebuilding.
- **Strengthening the management of international organizations:** In September 2015, the College will launch its first programme to lead to an academic degree. The *Executive Masters Programme in the Management of International Organizations*, offered in partnership with the SDA Bocconi School of Management and the International Training Centre of the ILO, will combine academic theory with dynamic teamwork and a direct approach to UN priorities.
- **Catalyzing organizational change, transformation and adaptation:** In order to deliver on the expectations and outcomes endorsed by participants at the July 2014 donors meeting and to consolidate its role as a principal system-wide facilitator to drive organizational change, the College has conceived the *UN Lab for Organizational Change and Knowledge* (UNLOCK). Activities proposed under this initiative encompass a contemporary and forward-looking range of capacity building measures for UN staff, going well beyond training to comprise a system-wide knowledge management effort.

# THANK YOU TO OUR DONORS & PARTNERS

UNSSC thanks our donors and partners. Without their generosity and support, these results would not be possible.

Donor governments presently contributing to the Staff College's core budget are Italy and Sweden. Germany, Finland, France, Luxembourg and Switzerland provide earmarked contributions for specific activities.

In addition to partnerships with traditional donors, the College is grateful for the support of and fruitful collaboration with local (Turin-based) entities such as the Compagnia di San Paolo Foundation, the Regional Government of Piedmont, the City of Turin and the Italian Armed Forces. Each of these entities, through financial or in-kind contributions, significantly assisted in facilitating the work of the College and its course offerings.

The College is encouraged by promising signs of support from donors in 2015 and beyond, as it works toward a resource base commensurate with the interlinked tasks of:

- I. building a comprehensive portfolio of programmes to develop system-wide UN staff capacity to meet the challenges of the post-2015 era and effectively accelerate organizational change, transformation and adaption; and
- II. reaching a critical mass of UN staff with these essential programmes.



# THE UNSSC EXPERIENCE

## IN THE WORDS OF OUR PARTICIPANTS

*"This was a career-changing, almost life-changing training. I am amazed at the level and depth of knowledge gained in such a short period. The facilitators were so practical and on point. Amazing."*

*"This is the most useful and interesting training I have had so far. It has helped me to create linkages between concepts that will allow me to better support my colleagues and the UNCT. I ended up enjoying results-based management, so thank you for breaking down my fears."*

*"A really unexpected advantage of the programme was the opportunity to make lasting connections with my peers in the system who I would not otherwise have likely met. This has meant a great deal to me."*

*"I already took my first step as a result of this programme - I was able to find a 'sponsor' who is happy to further guide me. And I will continue to talk with her about leadership and my way forward in my career. I will also continue to keep my leadership diary and monitor my progress. I'm going to take few days a week to reflect on the situations that I encounter at the office and see how I advanced in my leadership skills, such as charisma, transformational and institutional leadership skills, as well as how I see gender."*

*"I would recommend this course to other Agency Representatives because the course positively challenged participants to rethink certain assumptions, rebalance perspectives and priorities, and learn from in-house heroes."*

*"As a result of this programme, I will practice the tenets of communication skills in writing and speaking. In particular, I will consciously practice to enhance empathy and work to find the balance between self-perception and how I am perceived by others."*

*"I would recommend this course to all colleagues, especially those trying to break through the leadership ranks."*

*"I think all people managing a team should be given the opportunity to attend this course. More concretely, I think the peers in my office should do it. And I wish I could have the people in my team attend it. I think it can contribute greatly to improving the quality of our work, which in turn contributes to improving the image of the UN."*

*"This was a wonderful programme, very diverse groups of facilitators, but very good and realistic in that it drew from a specific region (Asia)."*

*"The principles I learnt will help me continue to encourage team exchange and use better practices to guide a team of peers towards our common goals. I also intend to demonstrate improved leadership practices through the regular interactions I have with other colleagues in the organization with whom I need to develop mutual understanding, trust and respect."*

*"Good foundation and practical exercises relevant to our work. I now have something concrete that I can recommend when I get back to work on Monday."*

*"The course was an eye opener and gave me an insight on how to conduct good conflict analysis."*

*"The flexibility of this online course and the facilitators allowed me to participate at my own pace which enabled me to concentrate fully on the course."*

*"At a time when partners, donors and other UN agencies are engaging in dialogue on gender, the training has increased my confidence and knowledge to engage."*

*"I would recommend this course to everyone who is interested in the wellness of humankind and the promotion and respect of human rights."*

# FEATURED SPEAKERS

Each year, the Staff College attracts a diverse faculty of world-renowned speakers and prominent subject-matter experts, as well as United Nations ‘in-house heroes.’

Below is a sample of the wide range of speakers who inspired UNSSC participants with knowledge and insights in 2014.

## Ahmad Alhendawi

UN Secretary-General’s Envoy on Youth

## John Antonakis

Professor of Organizational Behavior, University of Lausanne

## Mehrdad Baghai

Managing Director, Alchemy Growth Partners

## Jan Beagle

Deputy Executive Director, UNAIDS

## Kiran Bedi

Social activist and former Director General of India’s Bureau of Police Research and Development

## H.E. Paulette Bethel

Chef de Cabinet of the President, UN General Assembly, Ambassador of the Bahamas to the United Nations

## Kathy Calvin

President and Chief Executive Officer, UN Foundation

## Tomas Christensen

Senior Adviser for Partnerships, Executive Office of the UN Secretary-General

## Joan Dubinsky

Director, UN Ethics Office

## Jan Eliasson

UN Deputy Secretary-General

## David Fairman

Managing Director, Consensus Building Institute & Associate Director, MIT-Harvard Public Disputes Program

## Fabrizio Giugiaro

Chairman, Giugiaro Architettura

## Ameerah Haq

Under Secretary-General for Field Support, UN Department of Field Support

## John Hendra

United Nations Assistant Secretary-General and Deputy Executive Director, UN Women

## Noeleen Heyzer

Special Adviser of the UN Secretary-General for Timor-Leste

## Hilde Johnson

Former Special Representative of the UN Secretary-General for South Sudan

## Richard Jolly

Honorary Professor and Research Associate of the Institute of Development Studies, University of Sussex

## Sigrid Kaag

UN Special Coordinator for Lebanon

## Barbara Kellerman

James MacGregor Burns Lecturer in Public Leadership, John F. Kennedy School of Government, Harvard University

## Paul Ladd

Head, UNDP Team on Post-2015, One UN Secretariat on Post-2015

## Hervé Ladsous

UN Under Secretary-General for Peacekeeping Operations, DPKO

## J.D. Lanigan

Partner, Performance Consulting International

## Roger Lehman

Professor and Director of the Executive Masters in Consulting and Coaching for Change Programme, INSEAD Singapore

## Emmanuel Letouzé

Co-Founder of Big Data and People Project, Harvard Humanitarian Initiative Fellow, MIT Media Lab Visiting Scholar and Senior Research Associate, Overseas Development Institute

## Iain Levine

Deputy Executive Director, Human Rights Watch

## Myrna Lewis

GEO and Director of Professional Services, Deep Democracy Ltd International

## Susana Malcorra

UN Chef de Cabinet

## Youssef Mahmoud

Senior Adviser, International Peace Institute

## Fred Miller

Director, Deloitte Consulting LLP

## Mohammad-Mahmoud Ould Mohamedou

Deputy-Director and Academic Dean, Geneva Centre for Security Policy

## Mark Murphy

Founder and Chief Executive Officer, Leadership IQ

## Thoraya Obaid

Former Under-Secretary-General and former Executive Director, UNFPA

## Aly Rose

Choreographer, Tisch School of the Arts, NYU University and Director, “One at Central Park”

## Jan Vandemoortele

Former UN Resident Coordinator/HC Pakistan

## Thomas Weiss

Presidential Professor of Political Science, Director Emeritus, Ralph Bunche Institute for International Studies, The Graduate Center, City University of New York



# FACTS AND FIGURES



## 2014 LEARNING ACTIVITIES

Learning Event	Venue	From	To	No. of Part.
<b>January</b>				
ILO Executive Leadership and Strategic Management Programme	ITALY	13/01/2014	17/01/2014	30
Resident Coordinator Induction Design Workshop	SWITZERLAND	15/01/2014	17/01/2014	13
Human Rights Based Approach to Development Programming	FINLAND	20/01/2014	21/01/2014	42
Special Assistants to the Resident Coordinators Training	UNITED STATES	20/01/2014	24/01/2014	19
Human Rights-based Approach and RBM workshop	GUINEA-BISSAU	22/01/2014	23/01/2014	41
Iraq Strategic Prioritization Retreat	IRAQ	26/01/2014	03/02/2014	60
UNCT Visioning Exercise Understanding Context, Managing Risks and Maximizing Development Opportunities - Belarus	LITHUANIA	27/01/2014	29/01/2014	18
Comoros Strategic Planning Retreat	COMOROS	27/01/2014	28/01/2014	53
Harmonization Workshop	DENMARK	28/01/2014	31/01/2014	26
<b>February</b>				
Regional UNDAF Training Workshop Europe & CIS	SLOVAKIA	03/02/2014	07/02/2014	75
Madagascar Strategic Prioritization Retreat	MADAGASCAR	06/02/2014	12/02/2014	200

Conflict Analysis Tools - Training of Trainers	PAKISTAN	10/02/2014	12/02/2014	17
Leadership in Business Operations	THAILAND	10/02/2014	14/02/2014	34
Training of Trainers on the Integration of Gender in UN Country Level Programming	ITALY	10/02/2014	14/02/2014	32
Human Rights-based Approach Training of Trainers for WCA and ESA - Nairobi	KENYA	17/02/2014	21/02/2014	26
Senior Management Programme - Cohort II	ETHIOPIA	18/02/2014	21/02/2014	21
HR Network Meeting	ITALY	19/02/2014	20/02/2014	54
HR Directors Workshop	ITALY	21/02/2014	21/02/2014	43
Learning Design for E-Learning/Online Course, Delivery and Facilitation Tools and Techniques (A Practical Online Workshop)	ONLINE	24/02/2014	28/03/2014	21

### March

Effective Writing Skills	ONLINE	10/03/2014	11/04/2014	23
Conflict Analysis for Prevention and Peacebuilding	ONLINE	10/03/2014	11/04/2014	30
Towards a Collaborative and Learning UNV	GERMANY	17/03/2014	19/03/2014	24
DevInfo Expert Roster Workshop	ITALY	17/03/2014	21/03/2014	16
Operations Management Skills Training	THAILAND	17/03/2014	21/03/2014	19
The Human Rights-based Approach to Development Programming	UNITED STATES	24/03/2014	28/03/2014	27
The Art of Communication	ITALY	31/03/2014	04/04/2014	7
Finance for Non-Finance People	ONLINE	31/03/2014	09/05/2014	15
Security Training Officers Core Certification	KENYA	31/03/2014	04/04/2014	17
UN Leaders Programme	SINGAPORE	31/03/2014	04/04/2014	12

### April

Regional UNDAF Training Workshop for the PSG (LAC)	PANAMA	01/04/2014	04/04/2014	23
UN Emerging Leaders Experience	UNITED STATES	01/04/2014	04/04/2014	18
SSAFE Training of Trainers	ITALY	07/04/2014	11/04/2014	13
Common Procurement Training of Trainers	ITALY	07/04/2014	11/04/2014	30
Human Rights-based Approach in the UN Common Country Programming Process of Uzbekistan	UZBEKISTAN	08/04/2014	10/04/2014	43
A Political Approach to Preventing and Responding to Electoral Violence (core course)	UNITED STATES	09/04/2014	10/04/2014	22
Decentralized Governance and Peacebuilding	ONLINE	14/04/2014	09/05/2014	25
Measurements for Effective Results-Based Management (RBM)	ONLINE	14/04/2014	31/05/2014	26
Evaluation and Impact Assessment (EIA) of Learning	ONLINE	21/04/2014	30/05/2014	12
Security Training Officers Core Certification	UNITED STATES	21/04/2014	25/04/2014	13
RC Induction Design Workshop	UNITED STATES	23/04/2014	25/04/2014	14
Skills for Administrative Assistants	ONLINE	28/04/2014	30/05/2014	36
Knowledge Management	ONLINE	28/04/2014	06/06/2014	17
Leading and Managing Change in the Workplace	ONLINE	28/04/2014	30/05/2014	5
Regional UNDAF Training workshop (WCA)	SENEGAL	28/04/2014	01/05/2014	46
UNCT Leadership Skills	ITALY	28/04/2014	02/05/2014	22

## May

Learning Design for E-Learning/Online Course, Delivery and Facilitation Tools and Techniques (A Practical Online Workshop) - II Edition	ONLINE	12/05/2014	04/07/2014	16
Global Workshop on One Programme and CBF/One Fund	UNITED STATES	12/05/2014	16/05/2014	70
Global Diversity & Multicultural Competence	ONLINE	19/05/2014	30/05/2014	12
Applied Conflict Analysis for Prevention and Peacebuilding	UNITED STATES	20/05/2014	23/05/2014	32
UNCT Guyana Implementation of the Business Operations Strategy	GUYANA	20/05/2014	21/05/2014	43
UNCT Guyana training on Joint Programming	GUYANA	21/05/2014	22/05/2014	43
UNCT Guyana Delivering As One training	GUYANA	23/05/2014	23/05/2014	45
Operations Management Skills	ITALY	26/05/2014	30/05/2014	30
Joint Programmes Training (LAC)	PANAMA	26/05/2014	30/05/2014	35
Cambodia Strategic Prioritization Retreat	CAMBODIA	27/05/2014	29/05/2014	124
UN Emerging Leaders Experience	ITALY	27/05/2014	30/05/2014	20

## June

Supervisory Management Skills: Communicating, Coaching and Managing Conflict	ONLINE	02/06/2014	04/07/2014	7
Strengthening Interagency Work Through Effective Programming	ITALY	02/06/2014	06/06/2014	24
United Nations Summer Academy	UNITED STATES	09/06/2014	13/06/2014	41
A Political Approach to Preventing and Responding to Electoral Violence	GHANA	10/06/2014	13/06/2014	19
Learning Managers Forum (LMF)	ITALY	11/06/2014	13/06/2014	29
Azerbaijan Strategic Planning Retreat	AZERBAIJAN	12/06/2014	13/06/2014	103
Belarus Strategic Prioritization Retreat	BELARUS	13/06/2014	19/06/2014	30
RC Induction workshop	UNITED STATES	16/06/2014	20/06/2014	24
Decentralized Governance and Peacebuilding	UNITED STATES	17/06/2014	20/06/2014	20
UN Leadership Forum	ITALY	18/06/2014	20/06/2014	19
Leadership in Business Operations	AUSTRIA	23/06/2014	27/06/2014	29
SSAFE Training of Trainers for UNAMID	SUDAN	29/06/2014	03/07/2014	22
Conflict Analysis for UNAMID	SUDAN	29/06/2014	02/07/2014	40

## July

Torino Leadership Forum	ITALY	07/07/2014	07/07/2014	100
UN Leaders Programme	UNITED STATES	14/07/2014	18/07/2014	25
Building Capacity for UN Reform Workshop	ITALY	14/07/2014	15/07/2014	21
China Strategic Planning Retreat	CHINA	16/07/2014	18/07/2014	50
Working at the Nexus between Human Rights and Conflict Transformation	ONLINE	21/07/2014	22/08/2014	11

## August

Mali Strategic Planning Retreat	MALI	04/08/2014	08/08/2014	52
Global Diversity & Multicultural Competence	ONLINE	18/08/2014	29/08/2014	37
Tajikistan Strategic Prioritization Retreat - Phase I	TAJIKISTAN	26/08/2014	27/08/2014	53

## September

Atelier de formation des cadres gouvernementaux et des Nations Unies sur l'intégration de la consolidation de la paix dans la planification sectorielle en Mauritanie	MAURITANIA	01/09/2014	04/09/2014	27
Uganda Strategic Prioritization Retreat	UGANDA	01/09/2014	05/09/2014	60
Decentralized Governance and Peacebuilding for the Joint Programme on Local Governance & Decentralize Service Delivery	UGANDA	08/09/2014	11/09/2014	58
Turkmenistan Strategic Prioritization Retreat	TURKMENISTAN	08/09/2014	12/09/2014	60
ECA Senior Management Retreat	ETHIOPIA	14/09/2014	16/09/2014	20
Social Media for UN Programme and Coordination Specialists	ONLINE	15/09/2014	17/10/2014	22
Effective Writing Skills for the Administrative Assistants	ONLINE	15/09/2014	17/10/2014	24
Effective Writing Skills (II edition)	ONLINE	15/09/2014	17/10/2014	14
Zimbabwe Strategic Planning Retreat	ZIMBABWE	15/09/2014	19/09/2014	72
Chad Strategic Prioritization Retreat	CHAD	15/09/2014	17/09/2014	39
UNCT Leadership Skills	ITALY	15/09/2014	19/09/2014	34
UN Emerging Leaders Experience	ITALY	16/09/2014	19/09/2014	30
Integrating Anti Corruption in the UNDAF Programming Process Training of Trainers	ITALY	22/09/2014	26/09/2014	37
Orientation Programme for Junior Professional Officers and Associate Experts	ITALY	22/09/2014	03/10/2014	38
Armenia Strategic Planning Retreat	ARMENIA	23/09/2014	24/09/2014	108
Lao PDR UNCT Retreat	LAO PEOPLE'S DEMOCRATIC REPUBLIC	25/09/2014	25/09/2014	21
Indonesia Strategic Prioritization Retreat	INDONESIA	29/09/2014	30/09/2014	60
Measurements for Effective Results-Based Management for UNCTAD	SWITZERLAND	30/09/2014	03/10/2014	22

## October

Kuwait - UNCT Retreat on Strategic Cooperation Framework	KUWAIT	01/10/2014	02/10/2014	36
Conflict Analysis for Humanitarian Action and Peacebuilding	SWITZERLAND	06/10/2014	10/10/2014	14
Decentralized Governance and Peacebuilding	ONLINE	06/10/2014	07/11/2014	32
Serbia Strategic Prioritization Retreat	SERBIA	07/10/2014	08/10/2014	124
Kosovo Strategic Prioritization Retreat	KOSOVO	08/10/2014	09/10/2014	61
Georgia Strategic Planning Retreat	GEORGIA	09/10/2014	10/10/2014	120
Kosovo UNCDP RBM Workshop for the CDP	KOSOVO	10/10/2014	10/10/2014	53
Political Economy Analysis and Risk Management for UN Programming	THAILAND	13/10/2014	17/10/2014	23
Project Management Essentials	ONLINE	13/10/2014	14/11/2014	25
SSAFE Training of Trainers	ITALY	13/10/2014	17/10/2014	18
UNAIDS Leadership Programme for Women	ITALY	13/10/2014	17/10/2014	30
Turkey Strategic Prioritization Retreat	TURKEY	14/10/2014	15/10/2014	65
UNEP Gender Mainstreaming Workshop	ITALY	15/10/2014	17/10/2014	19
Kazakhstan Strategic Planning Retreat	KAZAKHSTAN	20/10/2014	24/10/2014	71
Conflict Analysis for Prevention and Peacebuilding (tutored online course)	ONLINE	27/10/2014	28/11/2014	26

Leadership in Business Operations	THAILAND	27/10/2014	31/10/2014	28
Delivering Results Together in a Post 2015 World	TURKEY	27/10/2014	31/10/2014	54
Swaziland Strategic Planning Retreat	SWAZILAND	29/10/2014	30/10/2014	70

#### November

Train the Trainer	ONLINE	03/11/2014	12/12/2014	15
Skills for Administrative Assistants	ONLINE	03/11/2014	05/12/2014	43
Integrated Programme-Operations Planning Workshop	THAILAND	03/11/2014	07/11/2014	32
MENA Coordination Officers Regional Workshop	JORDAN	03/11/2014	04/11/2014	23
Partnering with Faith Organizations in Development, Health and Humanitarian work	ITALY	04/11/2014	06/11/2014	29
MENA Peer Support Group Retreat	EGYPT	06/11/2014	06/11/2014	14
Tajikistan Strategic Prioritization Retreat - Phase II	TAJIKISTAN	10/11/2014	11/11/2014	163
A Political Approach to Preventing and Responding to Electoral Violence	THAILAND	11/11/2014	14/11/2014	24
UN Leadership Exchange	ITALY	11/11/2014	13/11/2014	8
Building Partnerships for Development Effectiveness in a Post-2015 World-UNICEF	UNITED STATES	13/11/2014	14/11/2014	27
Building Partnerships for Development Effectiveness in a Post-2015 World	UNITED STATES	17/11/2014	21/11/2014	22
Maldives Strategic Planning Retreat	MALDIVES	17/11/2014	18/11/2014	29
Panama Strategic Prioritization Retreat	PANAMA	20/11/2014	21/11/2014	117
Global Diversity & Multicultural Competence	ONLINE	24/11/2014	05/12/2014	14
Uzbekistan Strategic Planning Retreat	UZBEKISTAN	27/11/2014	27/11/2014	-

#### December

UNCT Leadership Skills Course	THAILAND	01/12/2014	05/12/2014	35
Conflict Analysis and Strategic Assessment	UNITED STATES	02/12/2014	05/12/2014	26
Albania UNCT Retreat	ALBANIA	02/12/2014	05/12/2014	28
UN Emerging Leaders Experience	THAILAND	02/12/2014	05/12/2014	22
Macedonia Strategic Prioritization Retreat	MACEDONIA, THE FORMER YUGOSLAV REPUBLIC OF	08/12/2014	12/12/2014	-
Zambia Strategic Planning Retreat	ZAMBIA	08/12/2014	12/12/2014	84
Delivering Results Together in a Post 2015 World	THAILAND	08/12/2014	12/12/2014	56
2014 Dialogue Series: Understanding a New Generation of Non-State Armed Groups	GERMANY	10/12/2014	12/12/2014	20
Gender Mainstreaming in Environmental Project Management - UNEP	ONLINE	ongoing		117

#### All Year

Secure & Safe Approaches to Field Environments (SSAFE) courses run by UNSSC-certified trainers	WORLD-WIDE	01/01/2014	31/12/2014	8350
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Face-to-face learning participants	12908
Online distance learning participants	611
Users of UNSSC web-based learning tools	3033
<b>Total UNSSC Beneficiaries</b>	<b>16552</b>

## FINANCIAL DATA

### Expenditure by Biennia

(expressed in US dollars)

Object Class	2010 - 2011 Biennium Expenditure	2012 - 2013 Biennium Expenditure	2014 - 2015 Biennium Expenditure
Salaries and other personnel costs	\$13.421.704	\$12.406.421	\$13.517.743
Travel	\$3.419.126	\$1.302.059	\$2.045.211
Contractual services	\$581.747	\$653.460	\$610.023
Operating expenses	\$2.137.106	\$1.181.059	\$1.862.877
Acquisitions	\$348.513	\$184.670	\$238.536
<b>Total expenditure</b>	<b>\$19.908.196</b>	<b>\$15.727.668</b>	<b>\$18.274.390</b>

Note:

- 1) 2010-2011 expenditure is based on the UNOG statement of income and expenditure for the biennium 2010-2011 ending 31 December 2011
- 2) 2012-2013 expenditure is based on the UNOG statement of income and expenditure for the biennium 2010-2011 ending 31 December 2013
- 3) 2014-2015 expenditure is based on financial data generated from IMIS for the biennium 2014-2015 ending 31 December 2014 and approved budget for the year 2015

### Expenditure by Year

(expressed in US dollars)

Object Class	2011 Expenditure	2012 Expenditure	2013 Expenditure	2014 Expenditure
Salaries and other personnel costs	\$6.760.544	\$6.014.570	\$6.391.851	\$6.979.535
Travel	\$1.048.365	\$691.721	\$610.339	\$677.129
Contractual services	\$386.846	\$338.203	\$315.256	\$602.048
Operating expenses	\$791.501	\$601.551	\$579.508	\$575.945
Acquisitions	\$141.688	\$98.286	\$86.384	\$113.384
<b>Total expenditure</b>	<b>\$9.128.944</b>	<b>\$7.744.330</b>	<b>\$7.983.338</b>	<b>\$8.948.041</b>

Note:

- 1) 2011 expenditure is based on financial data generated from IMIS for the biennium 2010-2011 ending 31 December 2011
- 2) 2012 expenditure is based on financial data generated from IMIS for the biennium 2012-2013 ending 31 December 2012
- 3) 2013 expenditure is based on financial data generated from IMIS for the biennium 2012-2013 ending 31 December 2013
- 4) 2014 expenditure is based on financial data generated from IMIS for the biennium 2014-2015 ending 31 December 2014

### Core Contributions from UN Agencies for 2014

(expressed in US dollars)

Agency	Contribution for 2014
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
UN	\$150.424
UNOPS	\$7.068
UNRWA	\$2.130
UPU	\$1.714
WFP	\$13.964
WHO	\$47.572
WIPO	\$7.575
WMO	\$2.758
UNAIDS	\$5.000
<b>Total contributions</b>	<b>\$505.000</b>

### Balance Sheet as of 31 December 2014 (UNSA5)

(expressed in US dollars)

Assets	
Cash and term deposits	\$605.333
Cash pool	\$11.672.607
Pledge contributions receivable	\$1.237.668
Other accounts receivable	\$821.909
<b>Total Assets</b>	<b>\$14.337.517</b>
Liabilities	
Interfund balances payable	\$(168.995)
Other accounts payable	\$(572.874)
Contributions/payments received in advance	\$(2.069.753)
Unliquidated obligations	\$(453.645)
<b>Total Liabilities</b>	<b>\$(3.265.267)</b>
Reserves and Fund Balances	
Operating reserves	\$(1.342.206)
Refund to donors	\$-
Deficit (cumulative surplus)	\$(9.730.044)
<b>Total Reserves and Fund Balances</b>	<b>\$(11.072.250)</b>
<b>Total Liabilities Reserves and Fund Balances</b>	<b>\$(14.337.517)</b>

### Origin of Contributions for 2014

(expressed in US dollars)

	Contribution in 2014	%
Foundations	\$525.691	7%
UN Core Contribution	\$505.000	7%
Self Generated Income	\$5.563.119	75%
Governments	\$792.747	11%
<b>Total</b>	<b>\$7.386.557</b>	<b>100%</b>

### Self-Generated Income by Year

(expressed in US dollars)

Year	Total Self-Generated Income
2011	\$6.794.361
2012	\$5.428.142
2013	\$4.911.366
2014	\$5.563.119

INSPIRED

*“In this twenty-first century, the only certainty is change and we have to prepare ourselves for that. And I think you can only prepare yourselves for that and accept that reality if you receive the right training, if you receive the ‘glue’ that brings us together through a training that is oriented to the culture [of the Organization] and the common aspects that bring all of us together.”*

*- Susana Malcorra, UN Chef de Cabinet, to the Learning Managers Forum 2014*

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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.

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