



UNITED NATIONS
SYSTEM STAFF COLLEGE



ANNUAL REPORT 2006



UNITED NATIONS
SYSTEM STAFF COLLEGE

VIALE MAESTRI DEL LAVORO, 10 - 10127 TURIN - ITALY - TEL +39 011 6535911 - FAX +39 011 6535902 - INFO@UNSSC.ORG - WWW.UNSSC.ORG

RECYCLED PAPER

bisadtv.com

C O N T E N T S

| | |
|---|----|
| GLOSSARY OF ACRONYMS | 3 |
| FOREWORD | 4 |
| INTRODUCTION | 5 |
| ACTIVITIES WITHIN THE PROGRAMMATIC PILLARS | 6 |
| Management and Leadership | 6 |
| Peace and Security | 8 |
| Development Cooperation | 12 |
| UN System Learning and Training Services | 14 |
| ADMINISTRATION AND MANAGEMENT ACTIVITIES | 18 |
| Safety and Security | 18 |
| UNSSC Office Improvements | 18 |
| Implementation of the United Nations Board of Auditors' Recommendations | 18 |
| Staff Composition, Recruitment and Development | 19 |
| End-of-service Payment | 20 |
| Review of Mandates | 20 |
| Information and Communication System Upgrading | 21 |
| Other Initiatives and Events | 21 |
| CONCLUSIONS | 22 |
| ACKNOWLEDGEMENTS | 23 |
| ANNEX 1: 2006 ACTIVITIES | 24 |
| ANNEX 2: LIST OF UNSSC CONTRIBUTORS | 28 |
| ANNEX 3: FINANCIAL REPORT | 31 |
| ANNEX 4: BOARD OF AUDITORS RECOMMENDATIONS IMPLEMENTED BY UNSSC | 37 |

GLOSSARY OF ACRONYMS

| | |
|---------|---|
| DPA | Department of Political Affairs |
| EWPM | Early Warning and Preventive Measures |
| ITC/ILO | International Training Centre/International Labour Organisation |
| MDGs | Millennium Development Goals |
| NI | National Institution |
| OHCHR | Office of the United Nations High Commissioner for Human Rights |
| OLF | Organizational Learning Framework |
| OMLP | Operations Management Learning Programme |
| RCS | Resident Coordinator Learning Support |
| SMN | Senior Management Network |
| SSAFE | Safety and Security Approaches in Field Environments |
| UNDG | United Nations Development Group |
| UNDSS | United Nations Department for Safety and Security |
| UNHCR | United Nations High Commissioner for Refugees |
| UNICRI | United Nations Interregional Crime and Justice Research Institute |
| UNSSC | United Nations System Staff College |

FOREWORD

Never before has there been such pressure on the United Nations System to reinvent itself. Governance, security, relevance and renewal of the institution will rule the new United Nations. Changes of such magnitude require the full support of the staff and the leadership of its constituencies.

In July 2005, the United Nations System Staff College Board of Governors reiterated that it was critical for the College to be truly integrated into the United Nations System, with a clear sense of its "niche", firmly oriented towards supporting United Nations reform and change.

The College as a key instrument for United Nations reform is called upon to make a difference in supporting the renewal of the institution and help build a stronger and upgraded cadre of civil servants dedicated to respond to the world's most challenging causes.

The College should play a pivotal role in bringing decision makers together on how the United Nations can prepare its staff, who dedicate their professional lives to facing and addressing these challenges. The College can support a collective capacity to acquire and share knowledge through continuous learning and training.

The role of the College is unique in promoting a system-wide learning culture, rooted in common values and objectives. It can also create an opportunity in which leaders come together to reflect and share views, to build a forwardlooking dialogue to support a United Nations that will be responsive to the needs of the most vulnerable.

Building on the knowledge, expertise and experience of United Nations agencies, funds and programmes, the College draws on the best practices developed, tested, and implemented while remaining fluid in its form, flexible in its approach and focused on its mission: to be a real instrument of change in the implementation of the reform process.

The Director
Staffan de Mistura



INTRODUCTION

The United Nations System Staff College (UNSSC) was established by the General Assembly as a distinct institution within the United Nations System as of 1 January 2002.

The objectives of the College are set out in its Statute. According to Article II:

- 1 The Staff College shall serve as a distinct, system-wide, knowledge management and learning institution, with a view to fostering a cohesive management culture across the United Nations System. It shall provide strategic leadership and management development for international civil servants with a view to strengthening collaboration within the system in areas of common organizational responsibility; increasing operational effectiveness; enhancing cooperation with Member States and observers of the United Nations, the specialized agencies, regional organizations, non-governmental organizations and civil society; and developing a more cohesive, system-wide, management culture.
- 2 The Staff College shall carry out its activities on the basis of the needs expressed by the agencies of the United Nations System and in close cooperation with training and learning institutes and similar bodies within the United Nations System. It may also collaborate with relevant entities outside the system.

The College is located in Turin, in a United Nations Campus together with two other agencies: the International Training Centre of the International Labour Organisation (ITC/ILO), and the United Nations Interregional Crime and Justice Research Institute (UNICRI).

The College concentrates its activities on four main programmatic pillars:

- Management and Leadership;
- Peace and Security;
- Development Cooperation;
- United Nations System Learning and Training Services.

The governing bodies of the College are a Board of Governors and an Expert Technical Review Panel. The Panel generally meets twice per year and provides technical advice on the programmes and budgets to the Board, which is chaired by the Deputy Secretary-General of the United Nations. Both Panel and Board members are comprised of representatives of the United Nations Programmes, Funds and Agencies.

UNSSC receives its funding from various sources:

- a core contribution from United Nations Programmes, Funds and Agencies;
- voluntary contributions (earmarked and not earmarked) from governments, foundations, United Nations organizations and other entities;
- fees for training and other services from organizations whose staff participate in learning;
- organizations that use the College's services, resources and tools;
- in-kind contributions from the private sector and other entities.

ACTIVITIES WITHIN THE PROGRAMMATIC PILLARS

Management and Leadership

One of the pillars of the United Nations Reform Agenda is an “investment in leadership”. Most United Nations organizations deliver some form of management development for their staff. Some have very well developed programmes targeting most managerial levels and can share resources and lessons learned, while others have not yet addressed this need adequately. The Staff College plays a role as clearing house for management development materials and an advisor on best practices in management development.

“The United Nations System Staff College should have the capacity to provide executive leadership training to senior United Nations managers. This would enable more effective management of change processes and contribute to a common management culture in the United Nations System.”

– from “Delivering as One – Report of the High-level Panel on United Nations System-wide Coherence” (2006)

Few agencies address the needs of the most senior leadership, and where they do, the programmes are agency-specific. In order to contribute to the professionalization of management and the creation of a common managerial culture throughout the system, the College was requested to develop a Leadership Development Programme for the United Nations Senior Management Network (SMN).

The SMN was established by the Chief Executive Board for Coordination of the United Nations System at its first regular session in 2004. Its objectives are to:

- strengthen managerial and leadership capacity as an integral step in improving organizational performance;
- build a common corporate culture in order to heighten the esprit de corps;
- facilitate the devolution of responsibility and accountability in relation to core managerial functions;
- enhance inter-agency cohesion and coordination and promote increased mobility and learning across the system;
- signal a commitment to the professionalism of the management function.

The UNSSC drafted a Request for Proposal to solicit proposals from qualified institutions around the world for the development and implementation of the Leadership Development Programme. Over 50 institutions world-wide were invited to submit proposals. The Rotterdam School of Management, Erasmus University, together with its consortium of seven business and management schools, was selected to develop and implement the Programme for the SMN.

The Programme will focus on what it means to be a manager and leader in the United Nations System, i.e. managing complexity, uncertainty and ambiguity in a multi-cultural and diverse environment. The Programme will be pitched at a very high level to facilitate the management of change and to represent real added value.

The Programme is aimed at strengthening knowledge and skills of senior managers in the following competency areas:

- a Leading change
- b Judgement/decision making
- c Communication
- d Results orientation
- e Getting the best out of people
- f Building partnerships

The SMN and participation in the Leadership Development Programme will include staff in high-level managerial positions. Members of the SMN will typically be responsible for leading significant programmes and activities and/or provision of high-level policy advice.

The Programme will include a number of learning events and draw on the subject matter expertise of the consortium partners. There are a number of elements in the Programme that will enhance learning – for example, using the venues as learning laboratories to maximize the added value of location, and using team coaching to reinforce concepts, skills and knowledge. A combination of large-scale events (90 people) and smaller groups of 30 will allow for a mix of networking opportunities and in-depth learning.

The learning needs assessment element and the overall design of the Programme began in the third quarter of 2006. The Programme will be developed in the second half of 2007 and launched at the end of 2007.

The Network itself will remain after the development programme, which is only the first step in the development process.

Peace and Security

Under the Peace and Security pillar, the College carries out three projects:

- 1 Early Warning and Preventive Measures (EWPM)
- 2 Actors for Change: Strengthening National Human Rights Institutions
- 3 Safety and Security Approaches in Field Environments (SSAFE)

Early Warning and Preventive Measures

The UNSSC and the Department of Political Affairs (DPA) have been implementing the EWPM training project since 1998. This initiative is designed to accomplish the Secretary-General's aim of moving the United Nations of the 21st century from a culture of reaction to a culture of prevention, by improving the professional and analytical skills and awareness of its staff in the area of early warning and preventive action.

To date, the project has trained about 1,660 participants in early warning analysis and conflict prevention skills through workshops held world-wide. The majority of participants have been from within the United Nations System, but participants have also included representatives of non-governmental organizations, community-based organizations, regional organizations and host governments.

EWPM underwent an external impact evaluation conducted by two independent consultants working through The Performance Assessment Resource Centre, which is managed by International Organisation Development Ltd. The evaluation made a number of recommendations, which UNSSC has implemented. They include:

- Human rights and HIV/AIDS integrated as cross-cutting issues in conflict analysis methodology;
- Only Profession-level staff and above working in conflict-related programmes/activities are invited as participants in EWPM workshops;
- Participation in workshops limited to 35, in order to optimize learning;
- Emphasis on integrating conflict analysis into the United Nations Programming Process;
- Regular updating of the training manual.

In addition the project foresees a number of modifications in order to incorporate the newest developments resulting from the report of the Secretary-General's High-level Panel on Threats, Challenges and Change.

Activities

In 2006, eight workshops were held in Ethiopia, Guatemala, Italy, Kyrgyzstan, Papua New Guinea, Thailand, Uganda and the United Arab Emirates. Each workshop comprised five days and focused on:

- Identifying causes and stages of conflict;
- Systematically structuring early warning analyses;
- Identifying and integrating preventive measures;
- Identifying entry points for preventive action by using existing inter-agency mechanisms;
- Improving quality and effectiveness of policy recommendations.

Each analytical step is introduced in plenary. The concepts are then directly applied to a specific case (country, region or issue). Participants work in mixed groups for multi-sectoral analysis and greater collaboration. At the end of the week, participants present their conclusions with a compelling argument for policy makers and decision makers. A peer review is conducted in which one group evaluates and provides recommendations on the suggested preventive action of another group. The training team provides feedback on content and process to both groups.

In addition to an end-of-workshop evaluation, a daily workshop "navigation" meeting takes place, which provides daily feedback on any specific issues (methodology, content, logistics, etc.). Feedback from this meeting is shared the following morning in plenary with all participants.

The uniqueness of the workshops is that they bring together the humanitarian, developmental and political side of the United Nations with the national and local actors from government and civil society at large to examine causes of conflict and develop a preventive action strategy for both practitioners and policymakers.

Actors for Change: Strengthening National Human Rights Institutions

Actors for Change is a regional training project that was launched in 2005 by UNSSC, in cooperation with the National Institutions Unit of the Office of the United Nations High Commissioner for Human Rights (OHCHR). The project aims to strengthen the capacity of national institutions (NIs) to promote and protect human rights, in particular engaging in the prevention of torture and conflict through their individual and collective reinforcement by means of strengthening their regional networks. The project is funded by OHCHR and is being implemented with other partners. The College has been involved in the conflict prevention training through modules developed on CDs, distance learning and regional workshops.

Before the first phase of this project (2005-2006), there were no existing tools or sources of reference for NIs in these areas. In developing the training tools, attention was given to the use of an effective methodology. In the past, workshop-based learning was the principal method used for NI training. The new distance and face-to-face methodology involves three phases in its delivery of capacity-building training:

- Interactive CDs containing resource materials, self-assessed learning and tutor-assessed assignments (participants are guided through the learning via e-mail and interact with case materials electronically);
- Conventional workshops for refining understanding of what has been covered in the syllabus;
- Post-workshop mentoring while participants implement what they have learned in the course.

Each training course targets the NIs from one region of the world (e.g. Latin America, Francophone Africa, Europe and Central Asia).

Activities

In 2006, three distance learning courses on conflict prevention were organized. The participants included NI staff from Europe and Central Asia, Francophone Africa and Latin America. The average number of participants for each course was 16, with almost an equal number of men and women participating. The face-to-face workshops were held in Bosnia and Herzegovina, Guatemala and Senegal. A total of 47 participants successfully completed the courses. Each participant prepared an action plan on conflict prevention, and a follow-up of its implementation is scheduled for 2007. At the end of 2006, a strategic meeting of the project partners was held in Geneva. At the meeting, OHCHR approved and funded a new conflict prevention course for Francophone Africa to be organized in 2007. During the meeting the partners also agreed on improvements to make in the course tools and methodology in 2007.

Secure and Safe Approaches in Field Environments (SSAFE)

Following the significant increase in global insecurity over the past years and its impact on the staff and property of the United Nations, in 2004 the Secretary-General submitted a number of recommendations to the General Assembly aimed at strengthening the security management system within the Organization. The Department for Safety and Security (UNDSS), led by an Under Secretary-General, was established to enhance the security of all United Nations civilian personnel, including those serving in peacekeeping operations. The proposed measures included a significant increase in the number of security officers both at headquarters and in the field, increased capabilities in threat and risk assessment, operational support and more systematic training on safety and security for United Nations staff.

In response to the latter, UNDSS and UNSSC began working together in 2006 on the design, preparation and delivery of a full-fledged security training programme – SSAFE – to be implemented at the country level.

The objective of SSAFE is to enable individual countries to implement safety and security training programmes for all United Nations civilian personnel, allowing them to:

- Undertake work in the assigned security area more confidently and effectively;
- Better understand varying levels of threat and security trends in their areas of operation and be able to respond quickly to crisis situations;
- Operate communications equipment effectively;
- Understand and comply with United Nations security procedures;
- Suffer fewer injuries and casualties due to enhanced safety and security education.

The training includes:

- Developing a safety and security learning curriculum for a four-day training addressing core modules such as: Communications, Personal Security, Mines, Travel, United Nations Security Management System, Cultural Awareness, Incidents Management, Stress Management, Clearance Procedures, Hostage Survival and Basic First Aid.
- Conducting a Training of Trainers programme for security officers, in order to create a pool of United Nations trainers who will be used to conduct training workshops in the field.

The SSAFE training programme will be tailored to address the specificity of every duty station. UNDSS and UNSSC will deploy a team in selected countries to help the respective training units customize the core safety and security learning curriculum.

While the actual number of United Nations personnel trained will depend on the funding available at the country level, UNDSS and UNSSC will be able to initially support a minimum of five missions in the first year (2007).

Development Cooperation

The Outcome Document of the 2005 Global Summit held at the United Nations stressed the critical importance of building country capacities to achieve the Millennium Development Goals (MDGs). It further advised that this be achieved through long-term strategies that are based on inclusive processes in which stakeholders share responsibilities and interact to maintain the Millennium promises. The report of the High Level Panel submitted to the Secretary-General in November 2006 confirmed the need to strengthen the ability of the United Nations System in the field to “Deliver as One” in support of national development priorities. The Resident Coordinator Learning Support (RCS) of the UNSSC contributes to the United Nations reform process by helping Country Teams and their partners design and implement coherent and efficient programmes to achieve the MDGs.

Since its inception, the programme has received the financial support of the Development Group Office. Since 2006, it has benefited from the contribution by the Government of Italy (Directorate General for Development Cooperation).

The RCS designs and implements learning and training events for United Nations staff and their development partners, specifically those involved in planning and implementing strategic responses to national development challenges. The objective of the programme is to enhance the capacity of United Nations staff and other development actors on key programming areas and tools, such as human rights-based approaches, gender equality, results-based management, partnering skills, team building and team effectiveness.

The RCS works in close partnership with the UN Development Group Office through a jointly developed plan of support to United Nations Country Teams. RCS uses a participatory learning approach based on adult learning theory. It also focuses on maximizing the cost-effectiveness of its interventions by creating training and learning capacity directly within the United Nations System so as to limit the use of external consultants. Over the years the pool of “United Nations reformers” managed by the Programme has grown to over 200 members. The programme blends its face-to-face learning support to Country Teams with a variety of distance learning tools and a depository of learning materials related to implementing the United Nations reform at the country level (www.unssc.org/teamrcs).

Activities

2006 was a record year for the RCS programme, with 52 events implemented involving 2,752 participants, including United Nations staff and government partners, as well as representatives of the donor community and civil society organizations.

These activities contributed to three main sets of results: enhanced quality of country-level common programming processes; a stronger Resident Coordinator System; and improved learning and training capacity within the United Nations System and among key partners. These results were achieved through the following initiatives:

Enhanced quality of UN Country-level Common Programming processes

- 3 regional orientation workshops on the United Nations Country-level Common Programming process;
- 9 country orientation workshops on the United Nations Country-level Common Programming process;
- 26 country-level strategic planning retreats with government partners in the context of the United Nations Development Assistance Framework;
- 9 annual retreats of Country Teams.

A stronger Resident Coordinator System

- 1 induction workshop for newly appointed Resident Coordinators;
- 1 skills training workshop for newly appointed Resident Coordinators and new Agency Representatives (inclusive of agency briefings in the United Nations Office at Geneva and headquarters in Rome);
- 1 training workshop for new Coordination Officers in the field;
- Team-building support provided for Belbin sessions (7 workshops, 16 Country Teams and 18 agencies supported);
- Design and testing of a new team effectiveness survey that will be launched in 2007.

Improved learning and training capacity within the United Nations System and among key partners

- 1 Train the Trainers for staff involved in supporting the United Nations Country Level Common Programming process (Common Country Assessment/Development Assistance Framework);
- 1 global training on results-based management for members of the Quality Support and Assurance System;
- Support to the Action 2 Inter Agency Task Force in the finalization of the United Nations Common Learning Package on the Human Rights Based Approach to Programming;
- Design of regional skills training concept focusing on Human Rights Based Approach and Results Based Management, Partnering Skills for Strategic Engagement, and Strategic Thinking for Negotiation and Consensus Building (to be rolled out in 2007).

UN System Learning and Training Services

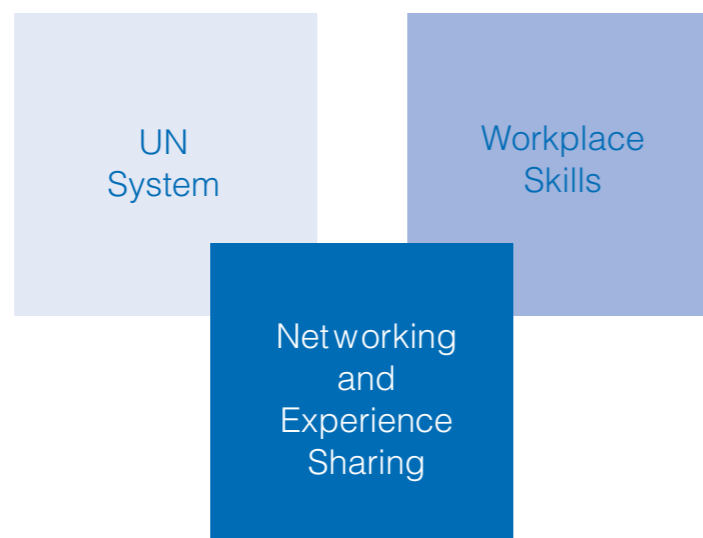
The main goal of the UN System Learning and Training Services pillar is to provide support to learning, training and staff development managers, units and departments across the United Nations System. The UN System learning and training services cluster works with United Nations agencies and organizations to implement processes and tools that further enhance the effective and professional development of staff.

This involves developing the organizational learning culture, as well as facilitating the development of competency-based approaches to learning, training and staff development management and improving knowledge-sharing practices.

Induction training into the UN System

Young professionals orientation programme

The young professionals orientation programme brings together young professionals for a two-week pre-placement orientation training course that provides knowledge and skills required to successfully start their assignments in various United Nations organizations. The workshop focuses on three main areas: United Nations System knowledge, workplace skills, and networking/experience sharing. It features presentations and hands-on, active sessions, all of which are conducted by expert resource people. Presentations focus on: the UN structure, current reform and current topical issues and the role of an international civil servant; workplace skills such as presentation, intercultural communication, negotiation and writing skills; and knowledge-sharing sessions.



In 2006, the workshop was held from 10 to 22 September in Turin. A total of 40 young professionals participated in the workshop, where 21 different sessions were held over the course of the two weeks.

UN fellows workshop: tools for development cooperation

The UN fellows workshop is two-week induction training for participants selected by the UN department of economic and social affairs and relevant United Nations partners. The UN fellows are university graduates, and they are given training on different aspects of international development cooperation, with a particular focus on the design and implementation of programmes and projects.

The objectives of the workshop are to:

- 1 Provide participants with skills and knowledge that will help them understand the United Nations structure and current issues in the context of development cooperation;
- 2 Provide a series of learning sessions on skills required in development cooperation such as project cycle management; and
- 3 Assist the UN fellows to sustain their pre-placement learning through a system-wide network of contacts.

In 2006, the workshop was held from 3 to 15 December in Turin. A total of 39 UN fellows participated in the workshop, where 16 different sessions were held over the course of the two weeks. At the end of the training course, the UN fellows are assigned to various United Nations field offices in developing countries, with a view of supporting and strengthening the work of these offices.

Training on partnerships

Partnering skills for strategic engagement

Partnering skills for strategic engagement is a course designed to enhance the abilities of United Nations, business and non-governmental organization managers to design, develop and implement innovative, strategic and effective multi-stakeholder partnerships. The focus is on partnering within an international development context; however, the core partnering skills, processes and rationale are transferable to all types of cross-sector partnership at all levels – community, regional, national, continental and global. In 2006, seven courses were run in Geneva (2), Nairobi, Paris, Rome, Turin and Vienna. In the Turin course, participation was extended for the first time to managers from the private sector who operate in Turin and Piedmont. The aim was to promote dialogue between the private sector and international organizations, in particular at the local level under the auspices of the Secretary General: global compact initiative. In 2007, the partnering skills course will be integrated into the development cooperation programme as part of the College's regional skills training activities.

Learning tool on business and human rights

In 2006, UNSSC produced a pilot e-learning tool for companies on human rights and business for OHCHR in consultation with the UN Global Compact Office. The tool is intended to assist managers and corporate responsibility professionals in companies that participate in the UN global compact to understand what human rights are and how they are relevant to their business operations. The interactive web-based tool focuses on the two human rights principles in the global compact, as well as the related concepts of spheres of influence and complicity. It includes links, exercises and case studies designed to help participants understand the various concepts presented.

UN System networking

UN Learning Community Network

The UN Learning Community is a Network of more than 350 staff working in the United Nations System and affiliated international organizations who are primarily employed in training and staff development and who support each other through a variety of knowledge-sharing activities. All members of the network are connected through a dedicated e-mail distribution list, and the results of the e-mail discussions are periodically summarized by the College.

All information shared is stored in an on-line searchable database. The database is housed on the UNSSC website and includes a range of features to help members keep in touch, including member profiles and a resource bank.

In 2006 the UN learning community members and users increased by approximately 30 percent, representing more than 80 United Nations and affiliated organizations. The community has also become more active, thereby increasing its effectiveness as a tool for all concerned. The exchange of information on learning, training and staff development has proved to be a valuable and reinforcing learning and knowledge-sharing resource.

The Learning Managers Forum

The Learning Managers Forum is an annual event that brings together heads of learning, training and staff development in the United Nations System and affiliated international organizations. Since 1997, UNSSC has co-ordinated this event, with the assistance of a number of United Nations organizations for the planning and hosting of the Forum in various locations in Europe and North America.

The 2006 Learning Managers Forum was co-hosted by UNSSC and ILO in Turin from 7 to 9 June. The event was the ninth edition of this annual activity, which brought together 46 participants from 37 United Nations System and affiliated international organizations.

The agenda focused on human resource management issues, including staff development and cultural diversity. Participants had the opportunity not only to learn from others but also to present some of their own reform initiatives. External speakers also presented thought-provoking sessions on various aspects of management learning and leadership development. The Forum concluded with "share fair" sessions, in which participants share their major success stories from the past year, in order to promote best practices and to inspire colleagues.

Evaluation and Assessment

External impact evaluation of the Operations Management Learning Programme (OMLP) of the United Nations High Commissioner for Refugees (UNHCR)

In 2006, UNSSC was contracted to conduct the first-time external evaluation of the OMLP, one of the UNHCR core distance learning programmes. The initiative entailed an independent impact evaluation of the current OMLP for programme management and curriculum improvements, using questionnaires, interviews and focus groups. One of the results of this evaluation is the redesign of the OMLP modules to maximize the effectiveness of the learning process.

Assessments of the United Nations System Organizational Learning Framework (OLF) project

In 2006, UNSSC conducted assessments of the OLF within the United Nations Population Fund and the ILO. The OLF is a United Nations System-wide common framework for assessing the state of learning within United Nations organizations. The UNSSC is the custodian of the OLF and administers it on behalf of United Nations Learning Managers. The framework consists of six principles, each with nine indicators, that seek to define a standard for best practice for learning. A standard survey is used to gather data (both quantitative and qualitative) from staff of the requesting organization. Data analysis provides results that indicate, on a 10-point scale, where the organization stands with respect to the each of the six principles. Agency-specific results are also compared with aggregated United Nations System results, used as a benchmark. Repeating the survey for the same organization also provides information on movement over time against the principles. Survey results are usually complemented with interviews and focus groups to produce recommendations to enhance the learning function in the organization.

UNHCR - administration of the entry-test to the International Professional Roster

In close collaboration with relevant sections of the UNHCR Division of Human Resources Management, UNSSC designed, developed and administered a Competency Assessment and Ability Assessment in order to assist UNHCR in the selection of candidates to its International Professional Roster as well as in its recruitment processes. The two components were administered online to more than 1,300 candidates in over 50 countries, and involved about 140 focal points who were tasked with supervising the test takers.

ADMINISTRATION AND MANAGEMENT ACTIVITIES

During 2006, the College strengthened its own management systems and procedures. These included the implementation of a review of new project proposals; a time-sheet recording system; and a standardized project budgeting system to determine a project's break-even point. These new systems have not only fostered a more conducive learning environment but have also improved the College's operations as a results-based organization.

In addition, the College's internal capacity was further strengthened with investments in staff development as well as in information and communication technology.

Safety and Security

The tripartite Safety and Security Group met quarterly under the chairmanship of UNSSC throughout 2006. The Group recommended the following initiatives, which were implemented during the year:

- Personal identification badges for all staff and participants;
- New camera monitoring of the entire campus perimeter;
- Increased information by the local traffic authorities on the campus exit lanes to prevent potential risks to visitors;
- Introduction of metal detectors for the patrolling guards;
- Request by the World Food Programme (Rome) for an on-campus training on safety and security procedures, including evacuation actions (to be conducted in 2007).

UNSSC Office Improvements

In 2006 the City of Turin agreed to allocate € 130,000 towards improvements to the UNSSC offices, including providing improved lighting to the areas where most of the College staff work. In addition the Staff College refurbished three rooms.

Implementation of the United Nations Board of Auditors' Recommendations

In April 2006, the Board of Auditors conducted an audit of UNSSC. The audit focused on the review of the 2004/2005 financial statements and on the follow-up status to previous recommendations.

As a result of this audit, a management letter was issued on 24 April 2006 with five recommendations related to 2004/2005 financial statements. The implementation of some of these recommendations concerns the United Nations directly.

In addition, the status of previous recommendations revealed that out of 19 recommendations, the Board of Auditors ascertained that 16 recommendations had been fully implemented and closed. (See Annex 4 for a list of the recommendations implemented.)

Staff Composition, Recruitment and Development

As of 31 December 2006, the College workforce was comprised of 35 people (18 women and 17 men), representing 13 nationalities. The composition is presented in the table below.

| Category | Total number | Male | Female | Nationality |
|-----------------|--------------|------|--------|-------------|
| Professional | 13 | 9 | 4 | 10 |
| General Service | 13 | 2 | 11 | 6 |
| Associates | 9 | 6 | 3 | 2 |

The new Director joined the College in May 2006. Other staff recruited in 2006 included:

- RCS, Learning and Training Specialist, L-4;
- UN Learning and Training Services, L-5;
- Management and Leadership, P-5 (on secondment).

With respect to staff development, four in-house training sessions were conducted for all staff in the areas of:

- Advocacy and networking (25 per cent staff participation);
- Introduction to inspirational leadership (16.5 per cent staff participation);
- Writing skills, organized in two separate sessions (34 per cent staff participation).

In addition, 14 per cent of the staff participated in individual learning programmes, two of which lead to a certification.

Several General Service staff successfully participated in the Language Proficiency Exams conducted by the College, and are now recipients of the relevant allowance.

End-of-service Payment

The issue of UNSSC implementing an end-of-service payment policy (Liquidazione) was raised at the end of 2004 by the Staff Representative Body, which requested clarification as to whether locally recruited General Service staff members were entitled the payment, as is the case with the majority of Italian-based United Nations organizations.

As the contracts and the UNSSC Administrative Procedures Manual do not include such an entitlement, a consultation process was initiated in 2005 with the United Nations in Geneva and New York.

Based on the consultation, in 2006 the Director of the Staff College decided to proceed in implementing the policy of Liquidazione for locally recruited General Service staff members, with 1 January 2002 as the effective date.

Review of Mandates

The review of mandates is part of a broader exercise conducted by the Secretary General in light of the outcome of the 2005 World Summit: "to strengthen and operate the programme of work of the United Nations so that it responds to the contemporary requirements of Member States".

From November 2005 to January 2006, the College, together with other United Nations training and research organizations, provided the Office of the Secretary-General with: detailed information on its mandate and programme outputs; and concrete proposals to address common issues related to coordination, accountability and work evaluation. The College also participated in the second phase of the mandate review, which focused on training institutions.

In March 2006, the Secretary-General presented his report to the Member States, entitled "Mandating and Delivery: analysis and recommendations to facilitate the review of mandates". Overall, the Secretary-General recommends that "...consolidating those institutes into one United Nations educational research and training system would make it possible to articulate a unifying vision and an overarching set of strategic directions for them, and thereby help to maximize their collective contributions to the United Nations System."

Information and Communication System Upgrading

In 2006, the College's internal capacity was further strengthened with upgrades in information and communication technology, including videoconferencing systems, firewalls, better internet connectivity and backup and disaster recovery systems.

Other Initiatives and Events

Communication Workshops

The principal financial supporter of the Turin Campus, the Italian Ministry of Foreign Affairs, invited the College to provide two training activities with ITC/ILO and UNICRI for staff dealing with multilateral affairs on a daily basis:

- Enhancing Communication Skills and Media Relations for Italian Diplomacy;
- Introduction to Effective Communication for Junior Diplomats.

These activities were run by the Administration and Management Division in an effort to not impact the current level and work commitment of staff in Programme resources.

Three-day celebration for UN Day

On the occasion of the celebrations for UN Day on 24 October 2006, UNSSC in partnership with ITC/ILO and UNICRI organized a series of initiatives dedicated to the cross-cutting theme, "fight against forced labour".

The three-day event included:

- Conference on a training proposal for joint action against forced labour;
- Presentation of a training kit for schools on awareness-raising campaigns against forced labour;
- Concert by the Orchestra Sinfonica Nazionale della RAI, with the presence of the President of Italy, Giorgio Napolitano;
- Screening of film segments on forced labour at the Museo Nazionale del Cinema;
- Visit of the President of the Italian Republic Hon. Giorgio Napolitano to the Turin campus.

The initiative was promoted by the Segretariato Sociale RAI, Città di Torino, Provincia di Torino, Regione Piemonte, SIOI, Centro UNESCO, Museo Nazionale del Cinema, Orchestra Sinfonica Nazionale RAI, Gruppo Trasporti Torinesi and Istituto Universitario di Studi Europei.

For more detailed information, please refer to the website: www.itcilo.org/torino-unday

CONCLUSIONS

2006 was a year of transition for the College. Staff changes, including the arrival of a new Director, the recomposition of the Expert Technical Review Panel and the approval of a new business plan and strategic programme document, provided a time to reflect on past achievements and look forward to building an effective organization that is more relevant in the current United Nations and global context.

Transition clearly does not imply total transformation. Many of the activities are sound and appreciated by our clients in the United Nations System. As this report demonstrates, 2006 was a record year for the Staff College, with 79 activities delivered worldwide and a total of 3,425 participants trained.

For the future, one important philosophical shift is to move from a consultancy role to one which is service-oriented. Our programme activities must be shaped by deliberate strategic choices and not driven by available income. This approach has some inherent risks, as income for services requires that the College can obtain sufficient "seed money" to design and develop programmes which our clients demand.

Thus, one of the challenges the College faces is to secure a more solid and diversified funding base. The strategic nature of the College's work needs to be better understood and the influential role that the College can potentially provide needs to be better articulated.

New activities in the area of management and leadership, learning support services, interventions to foster United Nations reform and "Delivering as One" at the field level, and staff safety and security are a few of the new interventions that can have a real impact on the manner in which the United Nations conducts its business.

The influence of the College is only in part measured by the activities it runs, and in keeping with one of the important change initiatives in the United Nations – results-based management – the College will ensure that its activities are measured by results and impact and not simply by the number of staff trained.

This requires that we not only respond to assessed needs, but also take the lead in defining these needs, with strategic interventions and advice in a wide range of areas, ensuring throughout that, as the smallest United Nations organization in the System, we do not over-stretch our resources.

ACKNOWLEDGEMENTS

The College is grateful to the organization members of the Chief Executives Board for their role in providing guidance and direction through their involvement in the governance of the College. In addition they provide a core contribution to the College each year as well as additional financial support for specific services. Particular mention should be made of the inter-agency United Nations Development Group (UNDG).

The College would also like to acknowledge the generous support provided by the host country (Italy), including voluntary contributions to assist the College in offering several training and learning events and other initiatives. The assistance of the Italian Government continues to play a critical role in the future of the College.

Similarly, the College is very appreciative of voluntary contributions received from Member States and others, including the local Foundations. These contributions help broaden the Programme and improve the quality of services that the College can offer.



Compagnia di San Paolo



Fondazione CRT



Regione Piemonte



CITTÀ DI TORINO

Città di Torino



Ministero degli Affari Esteri della Repubblica Italiana



Direzione Generale per la Cooperazione allo Sviluppo



SIOI-Società Italiana per l'Organizzazione Internazionale



Consorzio per il Sistema Informativo



Agenzia Svedese per la Cooperazione allo Sviluppo Internazionale



Dipartimento del Regno Unito per lo Sviluppo Internazionale



Ministero Federale Tedesco per la Cooperazione Economica e lo Sviluppo



Agenzia Norvegese per la Cooperazione allo Sviluppo

ANNEX 1: 2006 ACTIVITIES

Peace and Security

| Activity Title | Venue | | From | To | Training Days | Participants | Males | Females | Participant Day |
|---|----------------------|------------------------|------------|------------|---------------|--------------|------------|-----------|-----------------|
| | City | Country | | | | | | | |
| Early Warning and Preventive Measures: Building UN Capacity | Dubai | UNITED ARAB EMIRATES | 30/01/2006 | 03/02/2006 | 5 | 21 | 12 | 9 | 105 |
| Early Warning and Preventive Measures: Building UN Capacity | Port Moresby | PAPUA NEW GUINEA | 29/03/2006 | 01/04/2006 | 4 | 11 | 8 | 3 | 44 |
| Early Warning and Preventive Measures: Building UN Capacity | Bangkok | THAILAND | 08/05/2006 | 12/05/2006 | 5 | 16 | 11 | 5 | 80 |
| Early Warning and Preventive Measures: Building UN Capacity | Bishkek | KYRGYZSTAN | 12/06/2006 | 16/06/2006 | 5 | 16 | 8 | 8 | 80 |
| Actors for Change. Strengthening National Human Rights Institutions | Sarajevo | BOSNIA AND HERZEGOVINA | 29/06/2006 | 01/07/2006 | 3 | 9 | 5 | 4 | 27 |
| Early Warning and Preventive Measures: Building UN Capacity | Addis Ababa | ETHIOPIA | 10/07/2006 | 14/07/2006 | 5 | 27 | 16 | 11 | 135 |
| Joint Staff Training on Conflict Prevention/Peace Building | Kampala | UGANDA | 13/09/2006 | 15/09/2006 | 3 | 38 | 20 | 18 | 114 |
| Actors for Change. Strengthening National Human Rights Institutions | Dakar | SENEGAL | 21/09/2006 | 23/09/2006 | 3 | 18 | 11 | 7 | 54 |
| Actors for Change. Strengthening National Human Rights Institutions | Antigua | GUATEMALA | 12/10/2006 | 14/10/2006 | 3 | 20 | 10 | 10 | 60 |
| Early Warning and Preventive Measures: Building UN Capacity | Antigua (in Spanish) | GUATEMALA | 30/01/2006 | 03/02/2006 | 5 | 17 | 7 | 10 | 85 |
| Early Warning and Preventive Measures: Building UN Capacity | Turin | ITALY | 20/11/2006 | 24/11/2006 | 5 | 17 | 10 | 7 | 85 |
| Total | | | | | 46 | 210 | 118 | 92 | 869 |

Total Number of Activities: 11

Development Cooperation

| Activity Title | Venue | | From | To | Training Days | Participants | Males | Females | Participant Day |
|--|----------------------------|--------------------------|------------|------------|---------------|--------------|-------|---------|-----------------|
| | City | Country | | | | | | | |
| UNCT Annual Retreat | Malé | MALDIVES | 18/01/2006 | 19/01/2006 | 2 | 12 | 5 | 7 | 24 |
| Strategic Planning Retreat | Pyongyang | KOREA North (DPRK) | 18/01/2006 | 20/02/2006 | 3 | 27 | 23 | 4 | 81 |
| Zambia UN Country Team Retreat | Livingstone | ZAMBIA | 21/01/2006 | 23/01/2006 | 3 | 34 | 24 | 10 | 102 |
| Global Training of Trainers | New York, Glen Cove | UNITED STATES OF AMERICA | 22/01/2006 | 28/01/2006 | 7 | 49 | 25 | 24 | 343 |
| Strategic Planning Retreat (3-day event) | Kingston | JAMAICA | 25/01/2006 | 27/01/2006 | 3 | 42 | 19 | 23 | 126 |
| Regional Workshop on UN Common Programming Process | Dakar | SENEGAL | 08/02/2006 | 10/02/2006 | 3 | 51 | 34 | 17 | 153 |
| UNCT Annual Retreat | Archipiélago de Los Roques | VENEZUELA | 08/02/2006 | 10/02/2006 | 3 | 18 | 10 | 8 | 54 |
| UNCT Annual Retreat | Wadduwa | SRI LANKA | 09/02/2006 | 11/02/2006 | 3 | 47 | 26 | 21 | 141 |
| Regional Workshop on UN Common Programming Process | Panama City | PANAMA | 15/02/2006 | 17/02/2006 | 3 | 55 | 34 | 21 | 165 |
| UNCT Orientation Workshop | Bogota | COLOMBIA | 22/02/2006 | 24/02/2006 | 3 | 44 | 24 | 20 | 132 |
| Strategic Planning Retreat | Pretoria | SOUTH AFRICA | 01/03/2006 | 03/03/2006 | 3 | 71 | 26 | 45 | 213 |
| UNCT Orientation Workshop | Amman | JORDAN | 05/03/2006 | 07/03/2006 | 3 | 36 | 21 | 15 | 108 |
| Regional Workshop on UN Common Programming Process | Nadi | FIJI | 15/03/2006 | 17/03/2006 | 3 | 52 | 27 | 25 | 156 |
| UNCT Orientation Workshop | Santa Cruz | BOLIVIA | 29/03/2006 | 31/03/2006 | 3 | 31 | 22 | 9 | 93 |
| Strategic Planning Retreat | Tegucigalpa | HONDURAS | 04/04/2006 | 06/04/2006 | 5 | 186 | 96 | 90 | 558 |
| UNCT Orientation Workshop | Havana | CUBA | 10/04/2006 | 12/04/2006 | 3 | 65 | 27 | 38 | 195 |
| UNCT Orientation Workshop | New Delhi | INDIA | 17/04/2006 | 19/04/2006 | 3 | 57 | 32 | 25 | 171 |
| UNCT Orientation Workshop | Ciudad Colon | COSTA RICA | 18/04/2006 | 19/04/2006 | 3 | 36 | 23 | 13 | 108 |

| Activity Title | Venue | | From | To | Training Days | Participants | Males | Females | Participant Day |
|---|---------------|--------------------------|------------|------------|---------------|--------------|-------|---------|-----------------|
| | City | Country | | | | | | | |
| UNCT Orientation Workshop | Port-of-Spain | TRINIDAD AND TOBAGO | 19/04/2006 | 21/04/2006 | 3 | 22 | 9 | 13 | 66 |
| UNCT Orientation Workshop | Gaborone | BOTSWANA | 25/04/2006 | 27/04/2006 | 3 | 65 | 26 | 39 | 195 |
| UNCT Annual Retreat | Banjul | GAMBIA | 3/05/2006 | 4/05/2006 | 2 | 28 | 18 | 10 | 56 |
| UNDP RC Colombo Retreat | Colombo | SRI LANKA | 22/05/2006 | 24/05/2006 | 3 | 50 | 23 | 27 | 150 |
| Global Induction Workshop for Coordination Officers | New York | UNITED STATES OF AMERICA | 22/05/2006 | 26/05/2006 | 5 | 32 | 10 | 22 | 160 |
| UNCT Annual Retreat | Hammamet | TUNISIA | 26/05/2006 | 27/05/2006 | 2 | 28 | 15 | 13 | 56 |
| Strategic Planning Retreat | Port Moresby | PAPUA NEW GUINEA | 14/06/2006 | 16/06/2006 | 3 | 54 | 34 | 20 | 162 |
| RBM Training for QSA Staff | Turin | ITALY | 19/06/2006 | 23/06/2006 | 5 | 34 | 21 | 13 | 170 |
| Strategic Planning Retreat | Tofamamao | SAMOA | 20/06/2006 | 22/06/2006 | 3 | 42 | 23 | 19 | 126 |
| UNCT Orientation Workshop | Freetown | SIERRA LEONE | 12/07/2006 | 13/07/2006 | 2 | 54 | 45 | 9 | 108 |
| Strategic Planning Retreat | Lilongwe | MALAWI | 28/08/2006 | 01/09/2006 | 3 | 115 | 70 | 45 | 345 |
| Strategic Planning Retreat | Thimphu | BHUTAN | 29/08/2006 | 31/08/2006 | 3 | 76 | 48 | 28 | 228 |
| Strategic Planning Retreat | New Delhi | INDIA | 07/09/2006 | 08/09/2006 | 3 | 110 | 59 | 51 | 330 |
| Strategic Planning Retreat | Paramaribo | SURINAME | 11/09/2006 | 13/09/2006 | 3 | 58 | 34 | 24 | 174 |
| Strategic Planning Retreat | Amman | JORDAN | 17/09/2006 | 19/09/2006 | 3 | 36 | 20 | 16 | 108 |
| Strategic Planning Retreat | Malé | MALDIVES | 19/09/2006 | 21/09/2006 | 3 | 74 | 35 | 39 | 222 |
| Strategic Planning Retreat | Yaoundé | CAMEROON | 28/09/2006 | 29/09/2006 | 3 | 51 | 27 | 24 | 153 |
| Strategic Planning Retreat | Colombo | SRI LANKA | 28/09/2006 | 30/09/2006 | 3 | 66 | 36 | 30 | 198 |
| RC Induction Workshop | New York | UNITED STATES OF AMERICA | 02/10/2006 | 13/10/2006 | 10 | 30 | 20 | 10 | 300 |

| Activity Title | Venue | | From | To | Training Days | Participants | Males | Females | Participant Day | |
|---|------------|---------------------|------------|------------|---------------|--------------|-------------|-------------|-----------------|-------------|
| | City | Country | | | | | | | | |
| Strategic Planning Retreat | Monrovia | LIBERIA | 11/10/2006 | 12/10/2006 | 3 | 76 | 35 | 41 | 228 | |
| Strategic Planning Retreat | Bissau | GUINEA BISSAU | 18/10/2006 | 20/10/2006 | 3 | 65 | 50 | 15 | 195 | |
| Strategic Planning Retreat | Bamako | MALI | 18/10/2006 | 20/10/2006 | 3 | 52 | 39 | 13 | 156 | |
| UN Sub-regional Team Annual Retreat | Montserrat | BARBADOS | 24/10/2006 | 27/10/2006 | 3 | 16 | 8 | 8 | 48 | |
| Strategic Planning Retreat | Moroni | COMOROS | 31/10/2006 | 02/11/2006 | 3 | 61 | 43 | 18 | 183 | |
| Strategic Planning Retreat | Maseru | LESOTHO | 14/11/2006 | 16/11/2006 | 3 | 58 | 38 | 20 | 174 | |
| Strategic Planning Retreat | Tobago | TRINIDAD AND TOBAGO | 14/11/2006 | 16/11/2006 | 3 | 51 | 25 | 26 | 153 | |
| Strategic Planning Retreat | Malabo | EQUATORIAL GUINEA | 15/11/2006 | 17/11/2006 | 3 | 35 | 26 | 9 | 105 | |
| Strategic Planning Retreat | San José | COSTA RICA | 22/11/2006 | 24/11/2006 | 3 | 81 | 33 | 48 | 243 | |
| UN Resident Coordinator & Agency Representative Induction | Turin | ITALY | 28/11/2006 | 02/12/2006 | 5 | 25 | 16 | 9 | 125 | |
| Strategic Planning Retreat | Bogota | COLOMBIA | 29/11/2006 | 01/12/2006 | 3 | 106 | 52 | 54 | 318 | |
| UNDP RCC 2006 Team Building Retreat | Colombo | SRI LANKA | 04/12/2006 | 06/12/2006 | 3 | 51 | 24 | 27 | 153 | |
| Strategic Planning Retreat | Djibouti | DJIBOUTI | 04/12/2006 | 06/12/2006 | 3 | 42 | 32 | 10 | 120 | |
| Strategic Planning Retreat | Kigali | RWANDA | 06/12/2006 | 08/12/2006 | 3 | 54 | 32 | 22 | 162 | |
| Strategic Planning Retreat | Lomé | TOGO | 13/12/2006 | 15/12/2006 | 3 | 41 | 26 | 15 | 123 | |
| Total | | | | | | 169 | 2752 | 1550 | 1202 | 8722 |

Total Number of Activities: 52

ANNEX 2: LIST OF UNSSC CONTRIBUTORS

| Year | Contributor | Purpose | Amount |
|-------------|-------------------------------|---|------------------|
| 2006 | Sweden | Core & Programme Activities in 2007 | \$ 437,820.00 |
| 2006 | Sweden | Joint Donor Training in Conflict Prevention | \$ 10,319.00 |
| 2006 | Italy | Core & Programme Activities | € 3,000,000.00 |
| 2006 | Germany | Joint Donor Training in Conflict Prevention | \$ 10,469.00 |
| 2006 | Italy | Core & Programme Activities | € 500,000.00 |
| 2006 | Norway | Joint Donor Training in Conflict Prevention | \$ 10,444.00 |
| 2006 | Compagnia di San Paolo, Italy | Programme Activities | € 300,000.00 |
| 2006 | Denmark | Joint Donor Training in Conflict Prevention | \$ 10,449.00 |
| 2006 | Germany | Early Warning & Preventive Measures | \$ 94,000.00 |
| 2005 / 2006 | United Kingdom DFID | Early Warning & Preventive Measures | GBP 300,000.00 |
| 2005 | Compagnia di San Paolo, Italy | Programme Activities | € 275,000.00 |
| 2005 | Sweden | Core & Programme Activities in 2006 | € 316,758.00 |
| 2005 | Italy | Core & Programme Activities | \$ 1,297,016.86 |
| 2005 | Italy | Programme Activities | \$ 1,297,016.86 |
| 2005 | Italy | Core & Programme Activities | € 500,000.00 |
| 2004 / 2005 | Italy | Capacity Building for Humanitarian Affairs | € 600,000.00 |
| 2004 | Italy | Core & Programme Activities | € 500,000.00 |
| 2004 | Compagnia di San Paolo, Italy | Programme Activities | € 300,000.00 |
| 2004 | Germany | Early Warning & Preventive Measures | \$ 100,000.00 |
| 2004 | Italy | Programme Activities | \$ 101,063.00 |
| 2004 | Sweden | Core & Programme Activities in 2005 | SEK 3,000,000.00 |

| Year | Contributor | Purpose | Amount |
|------|-------------------------------|-------------------------------------|--------------------|
| 2003 | Italy | Programme Activities | \$ 728,547.00 |
| 2003 | Sweden | Core & Programme Activities in 2004 | \$ 400,000.00 |
| 2003 | Switzerland | Programme Activities | \$ 76,336.00 |
| 2003 | Switzerland | Programme Activities | CHF 100,000.00 |
| 2003 | United Kingdom DFID | Programme Activities | \$ 48,452.00 |
| 2002 | Ireland | Staff Loan | In-kind |
| 2002 | Sweden | Core & Programme Activities | SEK 4,000,000.00 |
| 2002 | Switzerland | Programme Activities | \$ 67,114.00 |
| 2002 | Switzerland | Programme Activities | CHF 100,000.00 |
| 2002 | United Kingdom DFID | Programme Activities | \$ 1,181,020.00 |
| 2001 | Compagnia di San Paolo, Italy | Programme Activities | € 81,591.00 |
| 2001 | Denmark | Core & Programme Activities | DKK 500,000.00 |
| 2001 | Norway | Core & Programme Activities | NOK 1,000,000.00 |
| 2001 | Regione Piemonte | Core | ITL 500,000,000.00 |
| 2001 | Sweden | Core & Programme Activities | SEK 4,000,000.00 |
| 2001 | Switzerland | Programme Activities | \$ 40,000.00 |
| 2001 | United Kingdom DFID | Programme Activities | \$ 1,000,080.00 |
| 2000 | Compagnia di San Paolo, Italy | Programme Activities | € 132,805.00 |
| 2000 | Germany | Early Warning & Preventive Measures | \$ 131,970.00 |
| 2000 | Norway | Core & Programme Activities | NOK 2,000,000.00 |
| 2000 | Switzerland | Staff secondment from UNICEF | CHF 100,000.00 |
| 2000 | United Kingdom DFID | Early Warning & Preventive Measures | \$ 1,100,600.00 |
| 1999 | Canada (CIDA) | Programme Activities | CAD 500,000.00 |
| 1999 | France | Staff Loan | In-kind |

| Year | Contributor | Purpose | Amount |
|------|---------------------------|--|--------------------|
| 1999 | Italy | Staff Loan | In-kind |
| 1999 | Italy | Early Warning & Preventive Measures | \$ 223,950.00 |
| 1999 | Norway | Core & Programme Activities | NOK 2,000,000.00 |
| 1999 | Regione Piemonte | Core | ITL 500,000,000.00 |
| 1999 | Sweden | Core & Programme Activities | SEK 3,000,000.00 |
| 1999 | United Kingdom DFID | Core & Programme Activities | \$ 1,322,445.00 |
| 1998 | Denmark | Core | DKK 500,000.00 |
| 1998 | France | Staff Loan | In-kind |
| 1998 | Italy | - Training for African Peace Initiative - Early Warning & Preventive Measures | \$ 117,116.00 |
| 1998 | Italy | Staff Loan | In-kind |
| 1998 | Regione Piemonte | Core | ITL 500,000,000.00 |
| 1998 | Sweden | Core & Programme Activities | SEK 3,000,000.00 |
| 1998 | United Kingdom DFID | Management Change Progress | \$ 200,000.00 |
| 1998 | United States of America | Core | \$ 100,000.00 |
| 1997 | Cassa di Risparmio, Italy | Core | ITL 400,000,000.00 |
| 1997 | Denmark | Core | DKK 500,000.00 |
| 1997 | France | Staff Loan | In-kind |
| 1997 | Italy | Staff Loan | In-kind |
| 1997 | Norway | Core & Programme Activities | \$ 586,450.00 |
| 1997 | Open University | Core | \$ 10,000.00 |
| 1997 | Sweden | Core & Programme Activities | SEK 3,000,000.00 |
| 1997 | Switzerland | Core | CHF 200,000.00 |
| 1997 | United Kingdom DFID | Core & Programme Activities | \$ 168,350.00 |
| 1997 | United States of America | Core | \$ 75,000.00 |

ANNEX 3: FINANCIAL REPORT

Financial Report, 2006

Budget

- 1 On December 2005, the College's Board of Governors (BoG) approved a provisional budget of US\$ 2.21 million for the period 1 January to 30 June 2006. This provisional budget was necessary for the issuance of an allotment advice for the College's staff salaries and on-going activities.
- 2 In order to maintain the College's operational continuity, another temporary budget for the period 1 July to 31 December 2006 was submitted to the BoG for approval on 26 June 2006. The combined budget for 2006 amounted to US\$ 8.90 million. This combined budget was approved by the BoG on 3 July 2006 with the request that for the year 2007, the College submits for the first time to the BoG a Results Based Budget (RBB) (see Table 1).

Income

- 3 Total income as of 31 December 2006 amounted to US\$ 8.67 million, compared to an approved budget of US\$ 8.89 million.
- 4 Of the total income for 2006, US\$ 0.50 million is the core contributions from the UN System, US\$ 4.37 million is the host-country contribution from Italy, US\$ 0.71 million has been received from donors and others in the form of tied and untied contributions, and US\$ 2.55 million is non-core contributions (fees for services rendered) from UN organizations (see Table 2).

Expenditure

- 5 Expenditure (disbursements plus unliquidated obligations) in 2006 came to US\$ 5.16 million (see Table 3).
- 6 Of this total expenditure, US\$ 3.58 million went to staff and other personnel costs, and the remaining US\$ 1.58 million was for other operating costs.
- 7 Excess of contributions over expenditures as of 31 December 2006 amounted to US\$ 3.51 million. This excess amount will be utilized in 2007 to implement pending and other earmarked activities.

Fund balance

- 8 The total fund balance for the College (excluding operating reserves) stands at US\$ 9.80 million as of 31 December 2006.

Table 1
United Nations System Staff College Temporary Budget
for the Period 1 January to 31 December 2006

(In US dollars)

| | from 1 January to 30 June 2006 | from 1 July to 31 December 2006 | Total |
|---------------------------------------|-----------------------------------|------------------------------------|---------------------|
| Provisional expenditures | | | |
| Staff costs | | | |
| Sub-total, Directorate | 132,000.00 | 138,000.00 | 270,000.00 |
| Sub-total, Management | 359,960.00 | 402,660.00 | 762,620.00 |
| Sub-total, IT | 84,930.00 | 84,930.00 | 169,860.00 |
| Sub-total, Programmes | 487,830.00 | 594,795.00 | 1,082,625.00 |
| Sub-total, RCS | 411,120.00 | 399,120.00 | 810,240.00 |
| Sub-total, EWPM | 67,680.00 | 67,680.00 | 135,360.00 |
| Sub-total - Staff costs | 1,543,520.00 | 1,687,185.00 | 3,230,705.00 |
| Operating expenses | | | |
| Sub-total, Directorate | 26,500.00 | 22,750.00 | 49,250.00 |
| Sub-total, Management | 360,000.00 | 79,000.00 | 439,000.00 |
| Sub-total, IT | 60,000.00 | 56,000.00 | 116,000.00 |
| Sub-total, Programmes | 80,000.00 | 30,750.00 | 110,750.00 |
| Sub-total, RCS | 135,000.00 | 39,000.00 | 174,000.00 |
| Sub-total, EWPM | - | 250,900.00 | 250,900.00 |
| Sub-total, Tied contributions | - | 2,844,800.00 | 2,844,800.00 |
| Sub-total - Operating expenses | 661,500.00 | 3,323,200.00 | 3,984,700.00 |
| Development costs | | | |
| Sub-total, Development costs | - | 1,000,000.00 | 1,000,000.00 |
| Total Expenditure | 2,205,020.00 | 6,010,385.00 | 8,215,405.00 |
| Reserves | | | |
| Sub-total, Operating reserve | - | 500,000.00 | 500,000.00 |
| Sub-total, Contingency expenditure | - | 180,000.00 | 180,000.00 |
| Total Reserves | - | 680,000.00 | 680,000.00 |
| Total Budget and Reserves | 2,205,020.00 | 6,690,385.00 | 8,895,405.00 |

Table 2
United Nations System Staff College Voluntary contributions received as of 31 December 2006

| Country | Voluntary contributions received |
|------------------------|----------------------------------|
| Italy | 4,373,413.00 |
| Germany | 94,000.00 |
| U.K. | 226,087.00 |
| Sub Total | 4,693,500.00 |
| Compagnia di San Paolo | 390,431.00 |
| Sub Total | 390,431.00 |
| Total | 5,083,931.00 |

Table 2.1
Status of UN Agencies Core Contributions for 2006

| Agency | Contributions for 2006 | Collections | Receivable as at 31 December 2006 |
|--------------|------------------------|----------------|-----------------------------------|
| FAO | 36,934 | 36,934 | - |
| IAEA | 20,789 | 20,789 | - |
| ICAO | 8,458 | 8,458 | - |
| IFAD | 3,549 | 3,549 | - |
| ILO | 25,130 | 25,130 | - |
| IMO | 3,093 | 3,093 | - |
| ITU | 8,133 | 8,133 | - |
| UN | 150,424 | 150,424 | - |
| UNDP | 36,630 | 36,630 | - |
| UNESCO | 24,998 | 24,998 | - |
| UNFPA | 7,849 | 7,849 | - |
| UNHCR | 35,687 | 35,687 | - |
| UNICEF | 48,140 | 48,140 | - |
| UNIDO | 7,403 | 7,403 | - |
| UNOPS | 7,068 | 7,068 | - |
| UNRWA | 2,130 | 2,130 | - |
| UPU | 1,714 | 1,714 | - |
| WFP | 13,964 | 13,964 | - |
| WHO | 47,572 | 47,572 | - |
| WIPO | 7,575 | 7,575 | - |
| WMO | 2,758 | 2,758 | - |
| Total | 500,000 | 500,000 | - |

Table 2.2
United Nations System Staff College Voluntary contributions received
as of 31 December 2006
 (Expressed in US dollars)

| Payor name | US\$ amount |
|--------------------------------------|------------------|
| DANIDA | 10,469.00 |
| Government of Italy | 45,361.18 |
| ISDR | 13,294 |
| ITC - Headquarters | 7,630 |
| Permanent Mission of Germany | 7,849.37 |
| Permanent Mission of Norway | 10,444.00 |
| Permanent Mission of Sweden | 10,318.60 |
| Self-paying participants | 306,970 |
| UNDGO | 1,607,642 |
| UNDP | 65,900 |
| UNESCO | 53,034 |
| UNFCCC | 3,227 |
| UNFPA | 4,516 |
| UNHCHR | 67,915 |
| UNHCR | 125,827 |
| UNHQ - Secretariat | 200,594 |
| WSP Int - War Torn Societies Project | 9,832 |
| Total | 2,550,822 |

Table 3
United Nations System Staff College

Statement of income and expenditure and changes in reserves and fund balances
for the twelve-month period of the biennium 2006-2007 ending 31 December 2006
 (Expressed in US dollars)

| | |
|---|------------------------|
| Income | |
| Voluntary Contributions | 5,083,930 ¹ |
| Reimbursement for Services | 2,550,822 |
| Received under Inter-Organisation arrangements | 500,000 |
| Interest income | 454,092 |
| Miscellaneous income | 77,821 ² |
| Total income | 8,666,665 |
| Expenditure | |
| Staff and other personnel costs | 3,577,587 |
| Travel | 363,657 |
| Contractual services | 606,562 |
| Operating expenses | 507,605 |
| Acquisitions | 64,403 |
| Fellowships grants and other | 38,144 |
| Total Direct expenditure | 5,157,958 |
| Programme support costs | - |
| Total expenditure | 5,157,958 |
| Excess (shortfall) of income over expenditures | 3,508,707 |
| Prior period adjustments | - |
| Net excess (shortfall) of income over expenditures | 3,508,707 |
| Transfers (to) from reserves and other funds | - |
| Refund to donors | - |
| Savings on prior period obligations | 103,481 |
| Reserves and fund balances: beginning of period | 6,952,216 |
| Reserves and fund balances: end of period | 10,564,404 |

¹ The contributions received are all in convertible currencies.

² Includes gain on exchange of US\$ 76,985.

Table 3.1
Statement of assets, liabilities, and reserves and fund balances
as of 31 December 2006
 (Expressed in US dollars)

| Assets | |
|--|-------------------|
| Cash and term deposits | 11,872,472 |
| Pledge contributions receivable | - |
| Inter-fund balances receivable | 116,361 |
| Other accounts receivable | 70,783 |
| Operating funds provided to executing agencies | - |
| Total assets | 12,059,616 |
| Liabilities | |
| Inter-fund balances payable | - |
| Other accounts payable | 382,581 |
| Unliquidated obligations | 620,738 |
| Contributions/Payments received in advance | 491,893 |
| Total liabilities | 1,495,212 |
| Reserves and fund balances | |
| Operating Reserves | 773,694 |
| Reserve for allocations | - |
| Cumulative surplus (deficit) | 9,790,710 |
| Total reserves and fund balances | 10,564,404 |
| Total liabilities, reserves and fund balances | 12,059,616 |

ANNEX 4: BOARD OF AUDITORS RECOMMENDATIONS IMPLEMENTED BY UNSSC

- 1 The BoA recommended that UNSSC pursue its efforts to assist the United Nations Headquarters in adopting a long-term approach to the implementation of the General Assembly's resolution establishing the United Nations System Staff College as an independent institution, with a view to secure the expertise and stability of its staff.
 - This recommendation has been conveyed to the Board of Governors during its fifth session held in New York in July 2005.
- 2 The BoA recommended that UNSSC continue to examine with UNHQ the possibility of securing more stable resources.
 - This recommendation has been conveyed to the Board of Governors during its fifth session held in New York in July 2005.
- 3 The BoA recommended that UNSSC share with other UN entities its skills and tools for the development of training evaluation system.
 - UNSSC has performed training assessment for ITCILO and UNHCR and has been designated by the UN Evaluation Capacities Development Task Force as the "anchor organization" on that matter during its March 06 meeting.
- 4 The BoA recommended that UNSSC request the assistance of UNHQ in having all parties concerned complete and implement the overdue common UN procurement training curricula and professional certification of procurement.
 - UNSSC has organized training sessions on procurement both in New York, Dubai and Turin.
- 5 The BoA recommended that UNSSC request a building and staff security audit and develop a security plan.
 - A Turin campus security assessment was undertaken in June 04, on the basis of which security investments were made by ITCILO and security procedures redefined in January 06.
- 6 The BoA recommended that UNSSC and UNHQ (i) liaise again to clarify the administrative and financial status of the College in compliance with the Statute adopted by the General Assembly, with a view (ii) to provide in due time an independent and complete set of UNSSC financial statements covering the biennium 2004-2005.
 - This recommendation has been conveyed to the Board of Governors during its fifth session held in New York in July 2005.
- 7 The BoA recommended that UNSSC (i) as a first step, be granted immediately a "read" access to IMIS transactions posted to its accounts and (ii) consider adopting an integrated accounting system with UNOG as soon as financially feasible.
 - The read access has been granted as well as multi-projects accounts (10 up to now H1 to H10).
- 8 The BoA recommended that UNSSC and UNHQ estimate the long-term liabilities of UNSSC and disclose this information in its financial statements, in accordance with UNSAS 57.
 - This matter is under consideration by the UN Chief Executive Board and considered closed at the UNSSC level.

- 9 The BoA recommended that UNSSC formally implement the 15 per cent guideline for “Operating Reserves” called for by administrative instructions ST/AI/284 and ST/AI/285.
- This has been authorized in August 05 and is reflected in the financial statements.
- 10 The BoA recommended that UNSSC report contributions in-kind in its financial statements, in compliance with UNSAS 34.
- There was no in-kind contribution during the last biennium and it would have been reflected in the financial statements otherwise.
- 11 The BoA recommended that UNSSC strictly comply with UN financial rules on segregation of duties and ensure that certifying and approving functions are systematically exercised by duly designated staff members.
- The approving officers are solely the Director of the College, the Deputy Director for management and the Finance Officer.
- 12 The BoA recommended that UNSSC comply with UNSAS 4 and accounts for receivables on an accrual basis.
- UNSSC concurs.
- 13 The BoA recommended that (i) UNSSC review unliquidated obligations at year-end, and (ii) document its obligations appropriately as required by UNSAS and UN financial regulations and rules.
- UNSSC concurs.
- 14 The BoA recommended that UNSSC (i) monitor multi-year contracts inducing commitments against future financial period and (ii) report deferred charges in its financial statements accordingly.
- UNSSC concurs.
- 15 The BoA recommended that UNSSC (i) fully comply with administrative instruction ST/AI/2003/5 on inventory and (ii) dispose off all obsolete and unserviceable items.
- UNSSC concurs.
- 16 The BoA recommended that UNSSC (i) articulate and develop its fraud awareness policy, (ii) plan internal training sessions on fraud awareness and keep records of such sessions for reporting purposes, and (iii) develop a plan against the risk of internal corruption and fraud, including fraud-awareness initiatives, in co-ordination with the Administration of the United Nations and the other funds and programmes to obtain the benefit of best practices, where available.
- The Finance Officer has been trained as a certified fraud examiner and a best practices committee has been established.