

UN SYSTEM STAFF COLLEGE
ANNUAL REPORT 2009
SHARING KNOWLEDGE,
DEVELOPING LEADERS

09



CONTENTS

Foreword	02
Mission of the UNSSC	05
History and organization of the Staff College	05
Reform of the UNSSC Governance	06
2009: A year of consolidation	07
Facing global UN challenges through Knowledge Management	08
I. Learning, sharing and building capacity for a stronger UN	08
II. Developing leaders through career-long learning	16
III. Supporting UN teams in the field	18
Resources and Partnerships	21
Annex 1: List of UNSSC activities 2009	24
Annex 2: UNSSC financial report 2009	30

FOREWORD

It is my great pleasure to present the 2009 Annual Report for the United Nations System Staff College. This report clearly shows that 2009 consolidated a positive trend for the College.

In my second full year as UNSSC Director, despite only a 2% increase in budget reflecting a rise in Professional staff numbers, the College delivered face-to-face and distance learning events to a record 11,635 people worldwide, 45% more than in the previous year.

In addition to this quantitative success, the College also consolidated its self-sustainability with an increase in self-generated income, from 43% of total income in 2008 to 56% in 2009. This stability, despite the global financial crisis, was maintained by developing learning and training programmes which are increasingly recognized and appreciated by UN system organizations.

These results are, in no small part, due to the successful alignment of UNSSC programmes with a new Knowledge Management-centric business model. This Knowledge Management (KM) focus led, amongst other things, to a more effective use of resources and an increased use of information and communication technologies.

The College continued to strengthen relationships with organizations and individuals both inside and outside the United Nations system, by working proactively to bolster its partner base. As the College moves into the 10th year of its thriving collaboration with United Nations Development Operations Coordination Office (DOCO), 21,572 United Nations staff have so far participated in jointly organised learning and training events. By the end of 2010, the strength of the UNSSC / DOCO relationship is expected to have generated in excess of US\$ 22.8 million for the development of learning initiatives.

Many of the College's key achievements in 2009 were characterized by innovative thinking, design or delivery:

- **Substantive thematic learning was significantly increased to United Nations Country Teams** on the integration of programming principles into United Nations Development Assistance Framework (UNDAFs), with the launch of dedicated workshops on Disaster Risk Reduction, the Human Rights-Based Approach and Environmental Sustainability and Climate Change.
- **More workshops to support UN Country Teams were delivered locally**, making them increasingly effective and relevant. The College provided UNDAF (UN Development Assistance Framework) support to a total of 2,412 participants from UN Country Teams worldwide, in both off-site and in-country initiatives. Similarly, SSAFE (Safe and Secure Approaches in Field Environments) Training of Trainers workshops were carried out both centrally and regionally, with 139 new trainers qualifying to teach SSAFE in 2009. To date, the pool of SSAFE trainers is 289 strong and using the "training multiplier factor"¹, 9,278 people worldwide have so far been trained in SSAFE.
- **New knowledge sharing opportunities were created:** a new dialogue on "Peacekeeping, Peacebuilding and Sustainable Development" gave Deputy Special Representatives of the Secretary-General the opportunity to critically examine global, thematic issues affecting peace operations nationally or regionally. The "Barcelona Forum on Decentralized Governance and Conflict Prevention" provided a venue for stakeholders from the United Nations, national governments, international civil society as well as academia to review lessons learned on the role local governments have increasingly played in

conflict resolution and peacebuilding.

- **The College developed its identity as a hub for innovation in training**, with increased emphasis on technology-based and blended learning.
- **In response to system demand for improved monitoring of results**, the College enhanced its programme portfolio with the development of: the “Measurement for Effective Results-Based Management” workshop, the “Evaluation and Impact Assessment of Learning and Training (EIA) Clinic” to complement the foundational “EIA Course”, as well as the “Evaluation Programme”, in partnership with the United Nations Evaluation Group (UNEG).
- **The College developed and delivered the UN Leaders Programme**. The ground-breaking 2009 editions were a major success, thanks to cutting-edge training facilities and an unconventional, hands-on approach. This Programme alone has contributed greatly to the visibility

and recognition of the College both within the United Nations system and in Academia.

In addition to these programmatic successes, 2009 also saw the conclusion of the UNSSC Governance reform process, started in September 2008. The United Nations Economic and Social Council approved a new ‘Statute’ for the College, allowing for a more predictable, stable and engaged governance structure. As a result, the College is better structured to deliver on its mandate, with clear operating principles and the guidance of a committed and active Board of Governors, approved by the United Nations Secretary-General.

I feel confident, therefore, that the UNSSC is now extremely well positioned to support the United Nations system in the coming years.

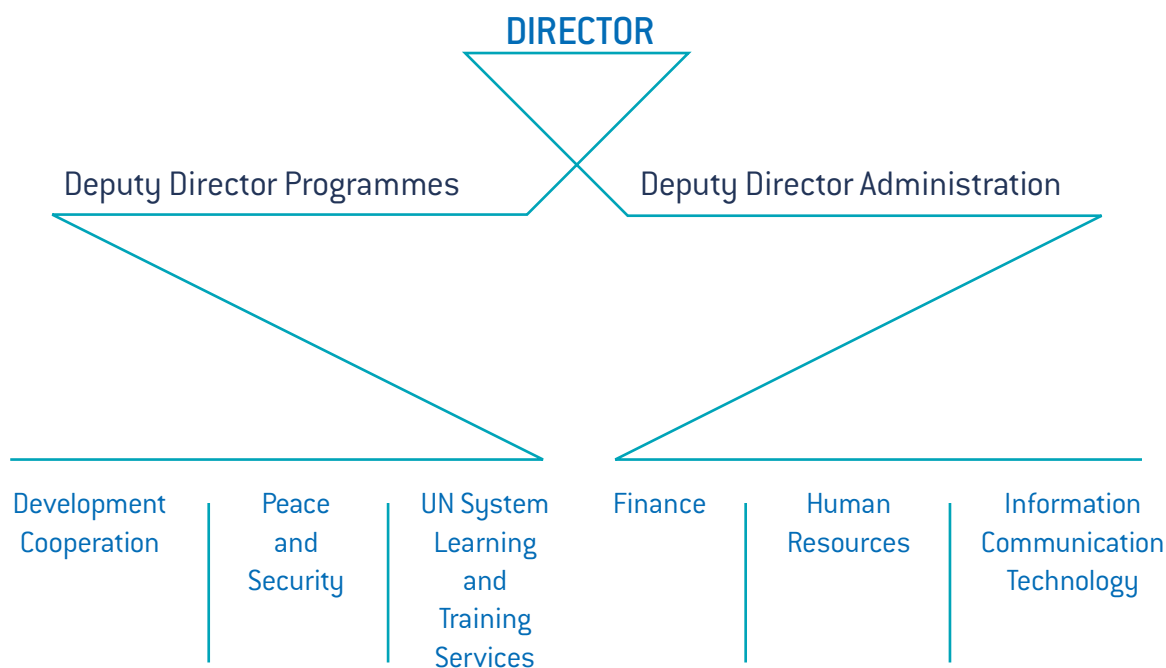


Carlos Lopes
Assistant Secretary-General
Director, UNSSC

April 2010



ORGANIZATIONAL CHART



MISSION OF THE UNSSC

The mission of the Staff College is to:

- Strengthen inter-agency collaboration within the UN system
- Promote a cohesive management culture across the UN
- Support continuous learning and staff development in the UN system
- Foster strategic leadership within the UN system

To this end, the College offers a wide range of learning and training opportunities, including:

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

HISTORY AND ORGANIZATION OF THE STAFF COLLEGE

Establishing a UN System Staff College was a direct response to the long-standing recognition of the need to maximize coherence and effectiveness within the international civil service.

Initial feasibility studies began in 1969, with the General Assembly approving the principle of the United Nations System Staff College in 1971. However, the Staff College was put on indefinite hold pending the identification of financial resources, until 1995, when a concrete UN / ILO Staff College proposal was accepted.

The Staff College began operations in 1996 as a project entrusted to the International Training Centre of the International Labour Organization. After an independent team recommended the establishment of a fully-fledged United Nations System Staff College in 2000, the General Assembly approved the Statute of the United Nations System Staff College in 2001. On 1 January 2002 the College began its operations as a distinct institution within the UN system. The Staff College programmes remain focused around three thematic clusters: Development Cooperation, Peace and Security, and Learning and Training Services.

REFORM OF THE UNSSC GOVERNANCE

2009 was marked by an historic accomplishment for the College's structural and operational setting: the approval of a new, improved "Statute" by the Economic and Social Council (ECOSOC) with resolution 2009/10, on July 27th, 2009. This result came after a long process of consultations initiated in 2008 upon the request of the Secretary-General and which introduced a number of enhancements to the UNSSC Governance structure, including the appointment of a completely new Board of Governors. Through this reform process, the UNSSC was able to address a hindering factor contained in its original Statute, i.e.: a lack of clarity in its operating principles and structural set-up.

Thanks to this accomplishment, the UNSSC can now count on a more predictable governance structure, with a Board of Governors that is based on a set of clear and transparent rules and procedures, formed by active and committed Board members. The College is therefore now better equipped to achieve its objectives and better respond to the programmatic priorities of the UN system.

Key elements of the UNSSC Governance reform are:

COMPOSITION OF THE BOARD OF GOVERNORS

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

MEMBERS OF THE UNSSC BOARD OF GOVERNORS

CHAIR

Asha-Rose Migiro
Executive Office of the Secretary-General
UN Deputy Secretary-General

MEMBERS

Omar Abdi
UNICEF
Deputy Executive Director

Kyung-wha Kang
OHCHR
Deputy High Commissioner for Human Rights

Paul Larsen
WFP
Director, Division for External Relations

Akiko Yuge
UNDP
Assistant Administrator and Director of Bureau of Management

Axumite Gebre-Egziabher
UN-Habitat
Director, New York Office

Maria Angelica Ducci
ILO
Executive Director, Director-General Office

Sean Hand
UNFPA
Director, Division of Human Resources

Namita Pradhan
WHO
Assistant Director-General

EX-OFFICIO MEMBERS

Carlos Lopes
UNITAR/UNSSC
Executive Director of UNITAR / Director UNSSC

Thomas Stelzer
DESA
Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs

THE EXPERT TECHNICAL REVIEW PANEL (ETRP)

- The ETRP continues to report to the Board of Governors, with its functions being to conduct programmatic analysis and provide advice as to the programme activities of the Staff College.
- To avoid any conflict of interests, UNSSC Board Members are not eligible to be members of the ETRP.

2009: A YEAR OF CONSOLIDATION

In 2009, the UNSSC programme portfolio was consolidated and anchored around three strategic pillars:

- **Promoting the concepts of “One UN” and “Delivering as One”** by enhancing understanding of concepts, tools and practices in place to encourage inter-agency collaboration;
- **Increasing substantive and practical knowledge on key issues** relevant to the UN mandate in order to improve staff competency and preparedness across the System;
- **Contributing to achieving greater organizational efficiency** by developing and promoting tools, mechanisms and methods for sharing knowledge and information throughout the System.

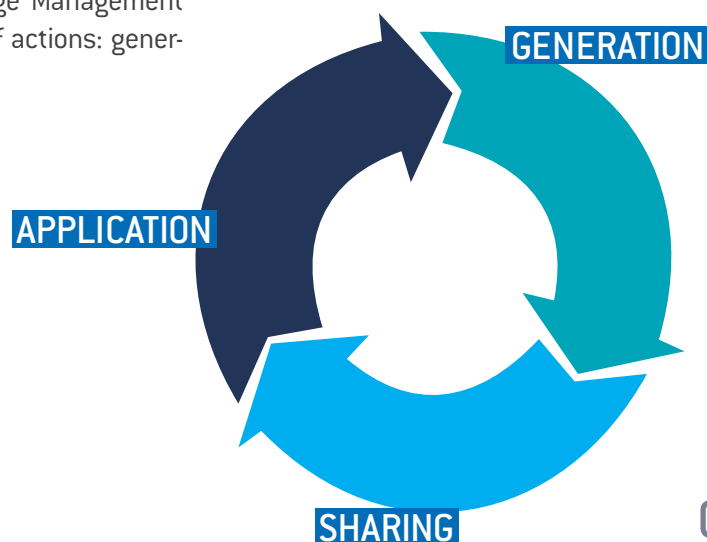
During the year, the Staff College also developed a rational business model to bring greater consistency and cohesiveness to its services, without losing the unique attributes of its portfolio. By placing Knowledge Management (KM) at the centre of its operation, the College was able to move towards a more efficient and resource-friendly way of working. This was done by complementing and expanding UNSSC’s activities in line with the Knowledge Management cycle which includes three types of actions: generate, share and apply knowledge.

As such, the College’s portfolio is divided into workshops, fora and seminars, as well as technology-based tools and products, all of which are designed to:

- Identify and/or develop knowledge
- Capture and classify knowledge
- Share knowledge
- Apply knowledge for learning and training purposes

This knowledge management-centric business model is now beginning to take effect and is moving the College closer to fulfilling its mandate as a *Centre of Excellence for learning, training, and staff development in the UN System*.

The efficiency of the new business model was demonstrated by the positive outcome of the External Audit Process conducted in December 2009, which acknowledged the effective implementation of management and programme initiatives.



FACING GLOBAL UN CHALLENGES THROUGH KNOWLEDGE MANAGEMENT

LEARNING, SHARING AND BUILDING CAPACITY FOR A STRONGER UN

FACE-TO-FACE EVENTS IN 2009

UN Secretary-General's Retreat

For the third consecutive year, the Staff College organized the annual Secretary-General's Retreat. This year's meeting was held simultaneously, via video-link, in New York and Geneva on 7 September.

Run in cooperation with the United Nations Institute for Training and Research (UNITAR) and the UN Department of Management, the retreat brought together 78 of the UN's top officials.

Secretary-General, Ban Ki-moon, convenes the retreats to provide an opportunity for senior managers to openly discuss the challenges facing the Organization and to identify ways of working more effectively to fulfil the different mandates imparted by Member States. The focus in 2009 was on three interrelated topics: strengthening accountability, improving communications, and ensuring organizational efficiency.

The 2009 Retreat saw a marked increase in the UNITAR and Staff College's substantive involvement and contribution during the preparatory phase of the event. In line with its goal of promoting knowledge management and knowledge sharing within the UN system, UNITAR and UNSSC co-ordinated the pre-event phase, notably the online discussions on each of the chosen topics, based on policy papers developed beforehand.

Learning Managers Forum

The Learning Managers Forum (LMF) is the key annual event of the UN Learning Community, bringing together Chiefs of staff development, learning and training to share experiences, work together on common projects and learn new skills. At LMF '09, 43 participants from 32 UN agencies and affiliated organizations actively participated in a 3-day programme, held from 3 to 5 June at the UN campus in Turin, Italy.

For the first time, the LMF examined several themes in the same event such as: Delivering As One, learning and training methodologies and tools, the global financial crisis and gender mainstreaming. In light of the economic crisis and the UN reform initiatives, developing the 4 themes together was both timely and complimentary.

The event drew significantly on the knowledge and expertise of senior UN leaders who highlighted how Chiefs of learning, training and staff development can make the difference in the UN's effectiveness and ability to "Deliver As One".

High-level speakers from the private sector also shared their knowledge on new methodologies and tools in the ever-changing learning environment.



Barcelona Forum

The Barcelona Forum on Decentralized Governance and Conflict Prevention, organized with the support of the Catalan Regional Government, provided a knowledge sharing venue for stakeholders from the UN, national governments, international civil society as well as academia. The 50 participants in the 2 1/2-day event discussed the role that decentralized and local government have increasingly played in conflict resolution and peacebuilding.

The Forum was held from 6 to 8 July and focused on the link between decentralised governance and conflict prevention. Cases from Bosnia-Herzegovina, the Former Republic of Macedonia, Guatemala, India, Indonesia, Nepal, the Philippines and Spain/Catalonia were all presented and discussed.

Research papers and case study presentation from the Forum have subsequently been amalgamated into a dedicated work, which is due for publication in the first half of 2010.

Implementing the Responsibility to Protect (R2P)

The UNSSC's "Implementing the Responsibility to Protect" course, organized jointly with the International Institute of Humanitarian Law (IIHL) was held in Sanremo (Italy) from 28 September to 2 October.

30 UN staff and civil society representatives from Africa, Europe and North America attended the workshop, which addressed the three aspects of R2P:

- the responsibility to prevent, addressing root and direct causes of internal conflict
- the responsibility to react, responding to situations of compelling human need with appropriate measures
- the responsibility to rebuild, providing full assistance with recovery, reconstruction and reconciliation.

Peacekeeping, Peacebuilding and Sustainable Development

The last decade has seen an exponential increase in spending on peacekeeping operations and humanitarian contributions around the world while resources allocated to development assistance seem to grow slowly at best, despite global commitment to the Millennium Development Goals. However, all evidence from recent debates and research shows

that if development assistance was able to play a bigger role in conflict recovery, chances of providing a legitimate exit strategy and producing durable peace solutions are higher.

There is a need to re-think how to better link development efforts with modern peacekeeping. The call is up to the UN, but also other, regional and multilateral bodies involved in conflict resolution, to revisit its institutional set-up and operational approach if the integration of development and peacekeeping is truly to be sustainable.

In order to contribute to this debate, the Staff College and Germany's Zentrum für Internationale Friedenseinsätze (Center for International Peace Operations), partnered to create a space for dialogue. Planners, leaders, advisors, implementers and activists discussed in Turin from 12 to 14 October, how to improve networking.

The 2009 meeting focused on "*Global change affecting the realities on the ground: How does a changing global economy impact on integration?*"

This activity complements other events targeting Deputy Special Representatives of the Secretary-General (DSRSGs). The programme will become a regular event where DSRSGs can discuss thematic issues relevant to their peace operations, both amongst themselves and with other UN senior staff.

During the 2 1/2 days of work, high level speakers such as Minister Trevor Manuel, Head of South Africa's National Planning Mission, as well as author and columnist Robert Kaplan, encouraged the 22 participants to critically examine global change issues. These issues were related to the impact of various national and international factors, including the global financial crisis, on peace and humanitarian operations.

Indigenous Peoples and Peacebuilding: A compilation of best practices

The Staff College and the Generalitat de Catalunya (the Autonomous Regional Government of Catalonia) conducted this workshop in Barcelona from 9 to 13 November 2009.

The event was the second round of workshops, stipulated in an agreement between the two institutions, and designed to allow participants to share knowledge, good practice and lessons learned, as well as



to provide networking opportunities. The 30-strong audience comprised UN staff, civil servants from the Catalan authorities, members of civil society members as well as academics.

The workshop succeeded in providing a practical forum for practitioners working on issues related to indigenous people and peacebuilding.

Non-state Actors: Their Impact on International Humanitarian Law and Responsibility to Protect

The increased prevalence of Non-State Actors (NGOs, individuals, the media, organized armed groups, private military and security companies, international terrorist organizations) is one of the most significant developments in the last two decades. This rise is perceived as an opportunity to enhance international law but also as a growing challenge when it comes to the implementation.

This round table, organized by the UNSSC and the International Institute of Humanitarian Law (IIHL), stimulated reflection, whilst allowing a meaningful way to celebrate Human Rights Day.

Held on 10 and 11 December at the University of Turin, the round table was a knowledge sharing event characterized by a constructive exchange of ideas between UN staff, diplomats, scholars, practitioners and media representatives. The discussion was organized into three panels examining:

- the legal framework regulating non-state actors' actions in the context of international humanitarian law and the Responsibility to Protect,
- different perspectives from the international civil society with regards to the implementation of R2P,
- the relationship between the international media and emerging norms in International Humanitarian Law.



Meetings for Resident Coordinators of the “One UN” pilot countries

The UNSSC provided an open and informal platform for the Resident Coordinators of the eight “One UN” pilot countries (Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay and Vietnam) for sharing lessons learned and challenges ahead in implementing the “Delivering as One” (DaO) model. The model is a result of the impact of UN Reform and aims at enhancing efficiency and coherence of the different UN organizations in the field.

Evaluation and Impact Assessment of Learning and Training (EIA)

As the UN system moves from ad-hoc training to career-based learning, the associated shift from activity-focused on results-based learning and development draws the spotlight on new and re-focused approaches to the evaluation of learning programmes.

Increasingly, and especially in times of global financial crisis, the learning and training function is called upon to demonstrate the “value for-money” of training and learning.

In this context, the Staff College continued to offer a 3-day EIA Course as well as a new 2-day EIA Clinic, both delivered in October, in collaboration with the Return On Investment (ROI) Institute.

The 3-day EIA Course gives an overview of evaluation within the UN context and exposes participants to the renowned ROI Institute evaluation methodology in an interactive and participatory environment.

The recently developed 2-day EIA Clinic explores more challenging aspects involved in conducting an ROI study. It gives participants the opportunity to review and feedback on their own data collection plan and ROI analysis. The supportive nature of the Clinic increases the programme relevance to each

participant’s own work. It also generates support for the ROI methodology within the UN system and, therefore, sustains its use over time.

The results of the EIA course and Clinic is that participants learn the fundamentals of the ROI methodology and go back to their offices with implementation plans of a specific impact ROI study. The completion of the study enables the learning and evaluation function to be more competent and professional while at the same time generating useful lessons, findings and recommendations to inform decision-making processes and improved accountability, both internal and external. In addition, the completed ROI study would be reviewed by the ROI Institute with a view to award the ROI certification.

Measurement for Effective Results-Based Management (RBM)

In 2009, the Staff College developed and delivered twice (in June and October) a new learning initiative aimed at fostering effective RBM in UN system organizations by enhancing staff competencies in designing, monitoring and evaluating projects and programmes. Designed around a 4^{1/2}-day workshop, this course complements existing UNSSC initiatives on RBM and evaluation by providing a more in-depth, technical and skills-building learning opportunity on one of the key elements of RBM strategies: “Performance Measurement”.

Through a combination of theoretical concepts, drills and UN case studies, the workshop seeks to enhance the skills of UN and UN-affiliated staff across agencies, programmes and funds in evaluation methodology, collecting and analyzing data, reporting results, and using data to manage performance.

ONLINE SERVICES

Communities of Practice (CoP)

The Staff College strives to promote the use of modern technology as a means to overcome the difficulties posed by the UN's geographical dispersion.

As such, the Staff College's online platform for Communities of Practice in all areas related to its work has remained a key instrument to facilitate UN staff interaction and knowledge sharing across the UN system. By the end of 2009, the platform was used by 550 UN staff, organized in 23 Communities.

During 2009, the UNSSC continued to enhance the usability of the CoP platform in line with user feedback, so as to ensure it remains a valuable and effective tool for UN staff. Groups within the learning, training and staff development function, e.g. the UN Learning Community, the Geneva Learning Network, the New York Learning Network, the UNeLearn group, are currently among the primary users of UNSSC communities, with requests for support to emerging communities, such as the Rome Learning Network, having continued in 2009.

UN Knowledge Campus

In 2009, the Staff College launched a new online initiative, the UN Knowledge Campus. This online platform was developed following inter-agency collaboration to promote exchanges and foster inter-agency discussion around key themes.

The UN Knowledge Campus, is an online exhibit of e-learning that currently displays 26 e-learning products from 14 different agencies. This initiative was launched during the Learning Managers Forum (3-5 June 2009) and it was viewed by over 700 visitors in just three days.

As a result, from 2 to 12 June, the Knowledge Campus hosted an "Online fair on e-learning", enabling UN organizations to showcase their experience and discuss trends related to technology supported learning.

Following this first theme, the College will expand the programme to encourage discussions in other areas of its mandate, such as economic and social development, peace and security, as well as internal management in the UN system.

E-LEARNING TOOLS

Welcome to the UN

"Welcome to the UN" is a multilingual online induction course providing new staff with an introduction to the UN system, touching upon the history and goals of the organization. This popular tool highlights the many commonalities among UN system organizations and gives an overview of their various mandates and objectives. In 2009, over 2450 people enrolled in the course, which is currently available in English, French and Spanish.

Post Conflict Needs Assessment (PCNA) Toolkit: Conflict Analysis for Prioritisation

UNSSC has a long-established partnership with the UN Development Operation Coordination Office (DOCO) and other UN entities, namely the Department for Political Affairs and the Framework Team for Conflict Prevention. This collaboration notably assists United Nations Country Teams (UNCTs) in analytical and planning processes, in developing tools and in providing assistance to UNCTs to conduct conflict analysis.

As such, the Staff College has been commissioned by DOCO to develop an electronic toolkit to help practitioners in the field to translate conflict analysis into prioritization and planning.

The resulting PCNA toolkit is a set of tools designed to help users reflect upon all aspects of post-conflict situations. Recommended for planners and PCNA practitioners from the UN, the World Bank, the European Commission as well as Development Banks, it draws on Conflict Analysis in order to identify issues and sectors that have the greatest potential to promote peace and prevent violence relapse in a post-conflict context. This toolkit aims to make the process and the substance of PCNAs conflict-sensitive.

In addition, in 2009, the Staff College applied the Conflict Prevention Analysis for Action (CPAA) approach to help the UN system formulate coherent strategies for conflict prevention. More specifically, the UNSSC supported Lesotho's UNCT in developing a conflict sensitive UNDAF, and provided conflict prevention input to the UNDAF design workshop for Iraq which took place in Amman.



UN Development Group (UNDG) toolkit on Delivering as One

UNSSC supported the finalization and roll out of the UNDG toolkit designed to help UN Country Teams adopt, on a voluntary basis, elements of the “Delivering as One” (DaO) approach to both programming and business practices. This support included the creation of a roster of UN staff trained to assist UNCTs in designing change management strategies for DaO. Additionally, the UNSSC managed a comprehensive review and update exercise of learning materials related to the implementation of common services for country level operations.

E-learning toolkit on UN Common Country Programming Processes.

This toolkit, rolled out in 2009, is an online resource that brings together all the country-level experiences and tools on programme and operations development and implementation. As such, it is regularly used as part of the pre-course assignment for participants in UNSSC training and learning events. The course is currently available free of charge in English, French, Portuguese and Spanish, with the Arabic version now finalized and to be available on the UNSSC website in 2010.

The Staff College also provided hosting services to the DevInfo training programme managed by DOCO. DevInfo is a database system that harnesses the power of advanced information technology to compile and disseminate data on human development.

DEVELOPING LEADERS THROUGH CAREER-LONG LEARNING

UN Leaders Programme

A major achievement of the Staff College in 2009 was the design, development and launch of the UN Leaders Programme. The Programme was a direct response to the High-Level Committee on Management's (HLCM) call for the College to revamp the Senior Management Network Programme (SMNP) and replace it with a more dynamic, relevant and effective initiative.

The main focus are participants at the D1 and D2 levels from all Agencies, Funds, and Programmes, who still have a significant amount of time left in the system (with a minimum of five years prior to retirement).

The first two editions of the Programme, held in May and November, were a highly creative hybrid of theory, practice and self-reflection. Thematically focused to address the issues of "Climate Change" (May) and "Ethics and Accountability" (November) as key priorities of the UN System, both editions received an approval rating of 4.9 out of 5.

Country Teams Leadership and Coordination Skills Workshops

The work of the Staff College in this area targeted senior managers both at country and regional level. During 2009, the UNSSC organized four Country Teams Leadership and Coordination Skills Workshops for Resident Coordinators (including new appointments) as well as other Agency Representatives.

The workshops provided participants with up-to-date leadership and management skills as well as greater knowledge of country level UN Reform and Coordination. The curriculum of these courses includes effective leadership in challenging and multicultural environments, negotiation and consensus building, communication and media skills, as well as managing diverse teams based on the 'Belbin team role theory'.

In addition, the UNSSC provided hosting services to the Resident Coordinator Assessment Centre. The Assessment Centre is an instrument whose purpose is to assess the degree to which potential candidates possess the leadership competencies required for the position of Resident Coordinator.

Induction Training for Young Professional Officers and UN Fellows

In 2009, the Staff College continued to provide training for young professionals entering the UN system, in collaboration with the United Nations Department of Economic and Social Affairs (UNDESA). The workshops for Young Professional Officers and UN Fellows, held in September and December respectively, provided a comprehensive overview of the UN system, its mandate, synergies, procedures, core values and competencies.

During the workshops, participants also strengthened their skills in areas such as Project Cycle Management (PCM), presentation skills and writing skills. In addition, the programmes provided a unique opportunity to create a network of professional contacts, support and resources for potential future leaders within the UN system.

The Young Professionals Orientation Programme 2009 gathered 41 participants sponsored by Italy, France, Luxembourg, the Netherlands and, for the first time, Switzerland.



SUPPORTING UN TEAMS IN THE FIELD

Safe and Secure Approaches in Field Environments (SSAFE)

In view of the need for a major improvement of staff training on safety and security, the UN Department for Safety and Security (UNDSS) and the UN System Staff College (UNSSC) are working together in the delivery of a full fledged security training programme at the country level.

During its third year of implementation, the SSAFE programme saw five Training of Trainers (ToTs) workshops carried out: two global courses in Turin, one regional in Nairobi and one country-specific in Nepal¹.

The Training of Trainers's main objective is to train a critical mass of UN Security officers who will then be responsible for cascading the SSAFE curriculum to UN Staff and associated personnel in their countries and/or duty stations. Moreover, this body of people can also be called upon if necessary for a rapid deployment of trainers to assist with a sudden security crisis, natural disaster or humanitarian emergency. To date, the pool of SSAFE trainers is 289 strong². Using the "training multiplier factor"³, 9278 people worldwide have so far been trained in SSAFE following the UNSSC / UNDSS ToT workshops in Turin, Kabul, Manila, Nairobi and Kathmandu.

As a result, 139 new trainers qualified to teach the SSAFE training, which comprises modules on essential knowledge and skills needed in high-risk missions and practical simulation exercises of various hazard scenarios.

The Turin-based field exercises were organised jointly with the Brigata Alpina Taurinense of the Italian army, who provided all the staff, facilities and vehicles necessary for scenario development and implementation.

¹ For Security Officers working in Pakistan

² This figure includes eight officers from the Brigata Alpina Taurinense of the Italian Army.

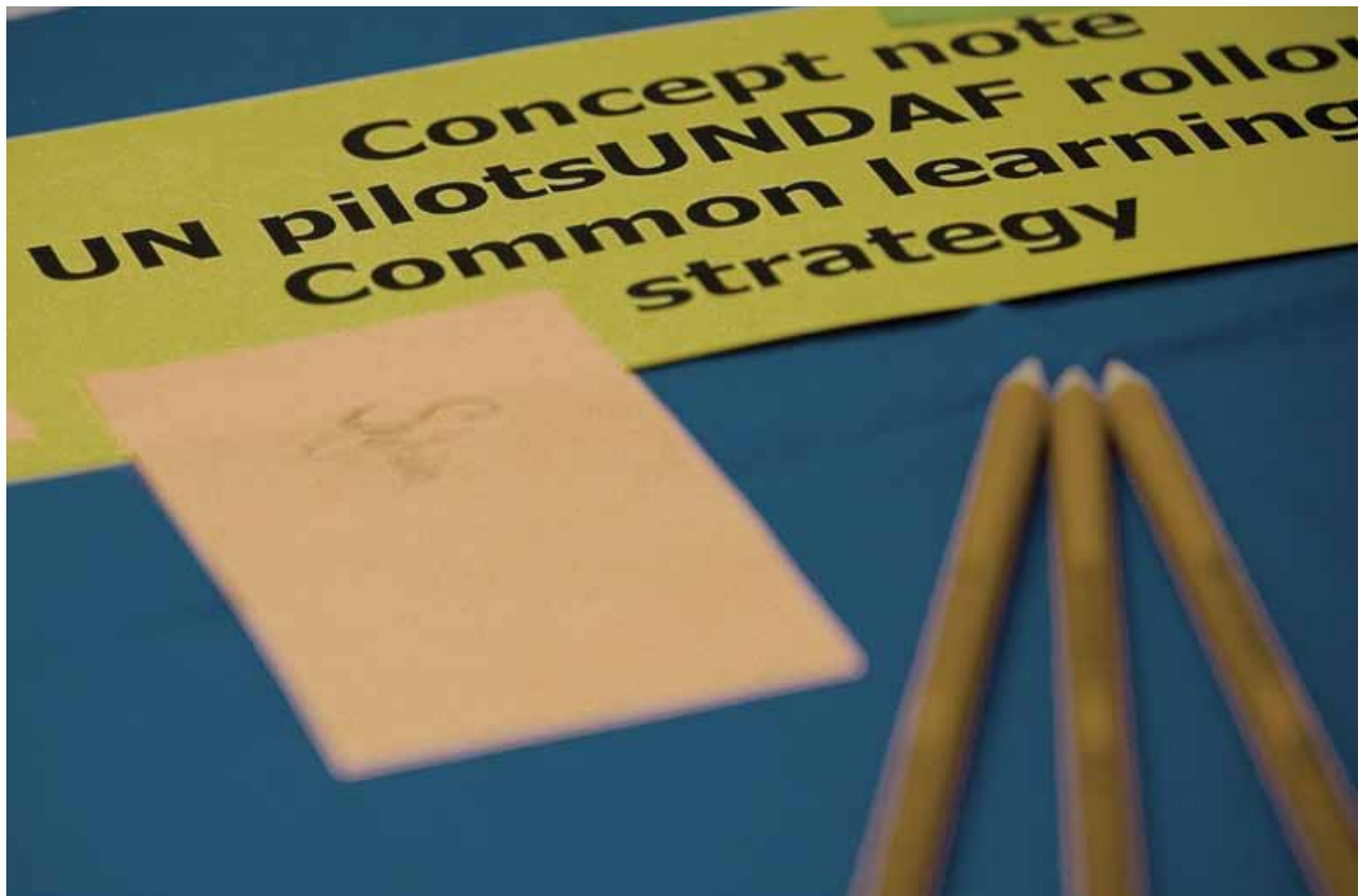
³ Number of people trained in the SSAFE curriculum worldwide by the SSAFE trainers who attended the ToTs organised by UNSSC and UNDSS in 2007, 2008 and 2009.

UN Development Assistance Framework (UNDAF) design workshops

During 2009, the UNSCC continued to provide learning, training and facilitation services to UN Country Teams (UNCTs) to enable the design and implementation of more strategic and coordinated programmes in support of national priorities. A significant share of the learning events in this area focused on providing both off-site and in-country support to the UNCTs that started their new programming cycle through the UN Development Assistance Frameworks (UNDAFs).

UNCTs have been supported since the beginning of the planning process with regional Training of Trainers for UNDAF resource persons, followed by in-country UNDAF design workshops, training on the Human Rights-Based Approach to programming and Results-Based Management, as well as strategic planning support.

The Staff College has also expanded the pool of UNDAF resource persons by designing and delivering two Training of Trainer workshops on UNDAF processes and the integration of disaster risk reduction. Finally, the review and upgrade of the UNDAF guidance package by the UNDG has been supported by the College, together with the development of additional guidance on other programming principles and thematic issues, such as Results-Based Management and Environmental Sustainability.

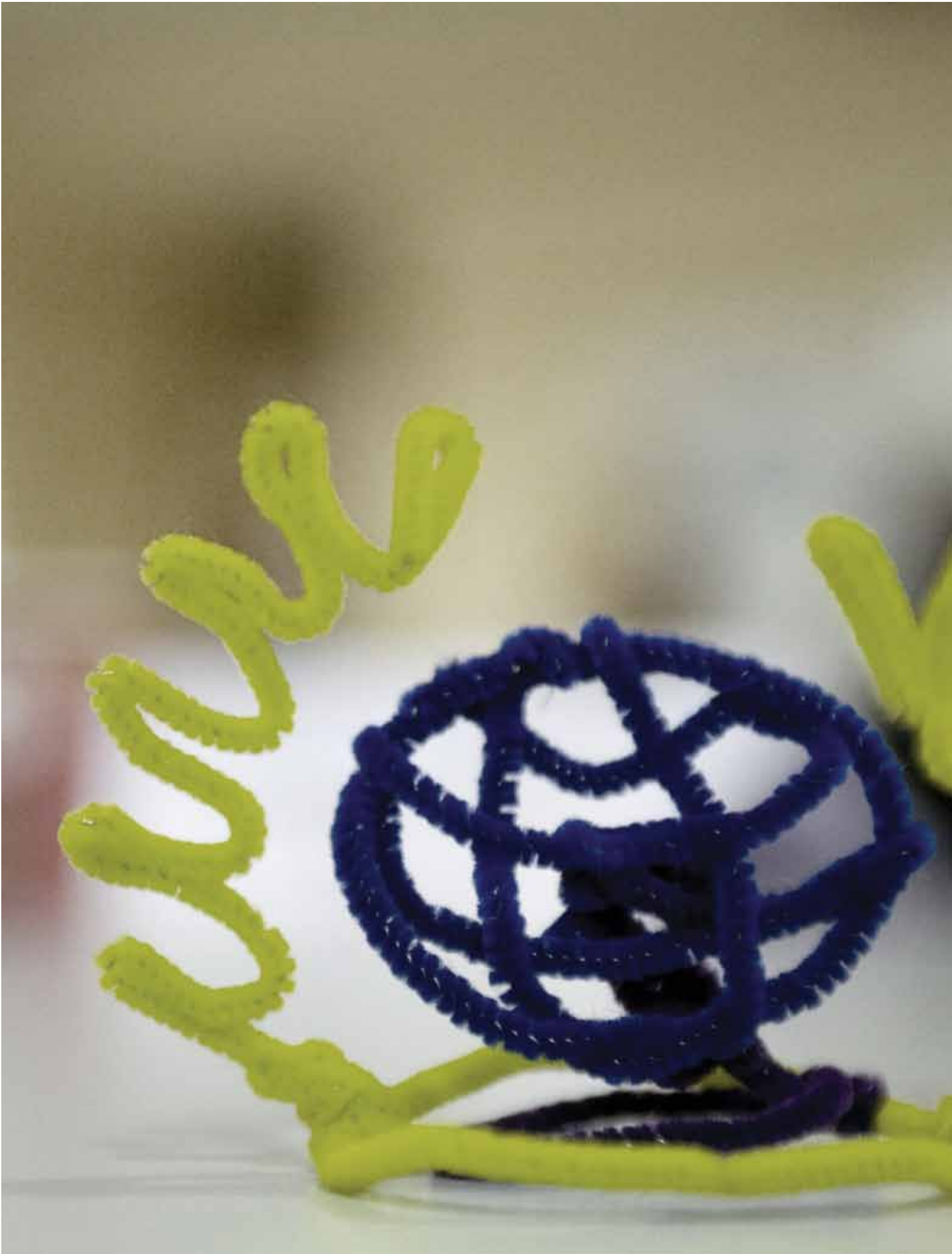


Training for newly appointed Coordination Officers

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

Communities of Practice for UN Country Teams: Mozambique's pilot

Responding to requests from Country Teams, the Staff College piloted its online knowledge sharing and collaboration tools to support inter-agency groups within "One UN" pilot countries manage and coordinate policies and activities. As part of this trial, four communities were created to support the UN Country Team in Mozambique. These communities have enhanced the capacity of various groups and task forces to establish online document repositories, manage and coordinate events, discuss and elaborate documents, etc. The UNSSC Communities are currently being used to coordinate both management and substantive matters.



RESOURCES AND PARTNERSHIPS

2009 saw the College build greater partnerships with organizations and individuals both inside and outside the UN System. This began in February when the Reference Group for the UN Leaders Programme was established. By proactively building support for the initiative within the System, the College ensured not only inter-agency input into the Programme design, but also participation during the delivery of the first edition, with 4 of the 6 facilitators being UN agency heads of learning and training. This ensured a better focus on the needs and priorities of the participants who were encouraged to break the “agency silos”, increase inter-agency cooperation and build greater partnerships against the backdrop of urgent global challenges.

In June, the Staff College leveraged its organization of the Learning Managers Forum as a strategic entry point for greater partnerships within the System. As a result of discussions during the Forum, the UNSSC is currently leading the Joint Certification Strategy with many agency partners on board.

Another sign of greater collaboration with UN institutes was an evaluation undertaken by UNSSC at the request of the Secretary-General to review the evaluation mechanisms currently in place by the UN Training and Research Institutes.

The UNSSC Directorate also used the opportunity of the HLCP and the HLCM as forums to identify inter-agency learning and training needs, as well as to publicize the College’s work, create networking opportunities and build partnerships.

To strengthen relations with existing and new partners outside the System, the College visited donor capitals, for example, during the donor training and learning forum, Train4dev. In addition, through initiatives such as the Barcelona Forum, the Dialogue Series, the SSAFE training, the R2P course, and many more, new partnerships with existing and potential donors are now firmly in place. These are based not only on financial contributions, but also on shared interests, joint resources, as well as common objectives and goals.

By working proactively to strengthen its partner base, the College has now established ties with several world-renowned academic institutions, including Harvard University, the Massachusetts Institute of Technology (MIT), Cambridge University, and INSEAD. Prominent think tanks and foundations were also targeted by the College, building new relationships with the likes of the Washington-based Centre for Strategic and International Studies (CSIS) and the Centre for International Peace Operations (ZIF, Germany). 2009 has also seen the Staff College develop its links with private sector partners such as the FIAT Group and the UniManagement Training Centre (a subsidiary of UNICREDIT Bank).



GLOSSARY OF ACRONYMS

- CEB:** Chief Executives Board
- CoP:** Community of Practice
- CPAA:** Conflict Prevention: Analysis for Action
- DaO:** Delivering as One
- DOC:** United Nations Development Operations Coordination Office
- DSRSG:** Deputy Special Representatives of the Secretary-General
- ECOSOC:** Economic and Social Council
- EIA:** Evaluation and Impact Assessment
- ETRP:** Expert Technical Review Panel
- HLCM:** High-Level Committee on Management
- HLCP:** High-Level Committee on Programmes
- ICIP:** International Catalan Institute for Peace
- IEDs:** Improvised Explosive Devices
- IIHL:** International Institute of Humanitarian Law
- ILO:** International Labour Organization
- KM:** Knowledge Management
- LMF:** Learning Managers Forum
- MIT:** Massachusetts Institute of Technology
- PCNA:** Post Conflict Needs Assessment
- R2P:** Responsibility to Protect
- RBM:** Results-based Management
- ROI:** Return on Investment
- SMNP:** Senior Management Network Programme
- SSAFE:** Safe and Secure Approaches in Field Environments
- ToTs:** Training of Trainers
- UNCTs:** United Nations Country Teams
- UNDAF:** United Nations Development Assistance Framework
- UNDESA:** United Nations Department for Economic and Social Affairs
- UNITAR:** United Nations Training and Research Institute
- UXO:** Unexploded Ordnance

LIST OF UNSSC ACTIVITIES 2009

JANUARY/DECEMBER 2009

Secure and Safe Approaches in Field Environments (SSAFE) courses run by certified SSAFE trainers:

AFGHANISTAN, BOLIVIA, BRAZIL, COLOMBIA, DEMOCRATIC REPUBLIC OF THE CONGO, GUATEMALA, HAITI, HONDURAS, IVORY COAST, NEPAL, PAKISTAN, PERU, PHILIPPINES, SOMALIA, SUDAN,
3979⁶ participants

**Users of online learning activities
Resident Coordinator System Learning Support Programme,
3000** participants

**Users of online learning activities
UN system Learning and Training Services,
1600** participants

FEBRUARY.
**Global CCA/UNDAF Training of Trainers,
ITALY, 35** participants

MARCH.
**Bhutan UNDAF Annual Review,
BHUTAN, 89** participants

**Bangkok Regional Training of Trainers on Common Country Programming Process,
THAILAND, 41** participants

Guatemala Strategic Planning Retreat,

⁶Including SSAFE training courses organized by UNHCR in training centres located in Germany, Norway and Sweden.

GUATEMALA, **121** participants

**Bratislava Regional Training of Trainers on Common Country Programming Process,
SLOVAKIA, 22** participants

APRIL.
**Global DevInfo 6.0 User and Database Administration Workshop,
ITALY, 37** participants

**Interest Group Analysis workshop,
ETHIOPIA, 29** participants

MAY.
**UN Country Team Leadership and Coordination Skills Workshop,
ITALY, 30** participants

**UN Leaders Programme: 1st Cohort,
ITALY, 28** participants

**Azerbaijan Design meeting with partners,
AZERBAIJAN, 33** participants

**Global Induction Workshop for Coordination Officers,
UNITED STATES OF AMERICA, 53** participants

**Cambodia Human Rights-Based Approach / Results-Based Management Workshop,
CAMBODIA, 32** participants

DPRK UNDAF Design Workshop,
NORTH KOREA (DPRK), **42** participants

Burkina Faso UNDAF Design Workshop,
BURKINA FASO, **66** participants

JUNE.

Learning Managers Forum,
ITALY, **43** participants

Human Rights-Based Approach / Results-Based Management Workshop, ITALY, 38 participants
Swaziland Human Rights-Based Approach / Results-Based Management Workshop,
SWAZILAND, **58** participants

Indonesia UNDAF Design Workshop,
INDONESIA, **39** participants

UN Country Team Leadership and Coordination Skills,
ITALY, **46** participants

UN Safe and Secure Approaches in Field Environments (SSAFE) Training Programme,
ITALY, **29** participants

HIV Module Workshop,
SWITZERLAND, **17** participants

OCHA: Use of legal frameworks in Humanitarian Coordination,
ITALY, **15** participants

China Human Rights-Based Approach / Results-Based Management Workshop,
CHINA, **25** participants

Measurement for Effective Results-Based Management Workshop,
ITALY, **40** participants

Iraq UN Country Team UNDAF Design Workshop,
JORDAN, **107** participants

JULY.

Georgia UNDAF Design Workshop,
GEORGIA, **66** participants

Zambia UNDAF Design Workshop,
ZAMBIA, **34** participants

China UN Country Team Strategic Planning Retreat,
CHINA, **123** participants

Somalia UNCT Annual Retreat,
KENYA, **24** participants

Barcelona Forum on Decentralized Governance and Conflict Prevention,
SPAIN, **51** participants

Kenya Regional Training of Trainers on SSAFE,
KENYA, **31** participants

AUGUST.

Swaziland UN Country Team Strategic Planning Retreat,
SWAZILAND, **54** participants

Cambodia UN Country Team Strategic Planning Retreat,
CAMBODIA, **61** participants

SEPTEMBER.

United Nations Secretary-General's Retreat 2009,
New York/Geneva, **86** participants

Global Induction Workshop for Coordination Officers 2,
UNITED STATES OF AMERICA, **30** participants

Young Professionals Orientation Programme 2009,
ITALY, **41** participants

Common Services Workshop,
UNITED STATES OF AMERICA, **11** participants

Course on Implementing the Responsibility to Protect,
ITALY, **26** participants

Azerbaijan Joint Strategy Meeting,
AZERBAIJAN, **143** participants

OCTOBER.

UN Country Team Leadership and Coordination Skills,
ITALY, 32 participants

UNDP Community Of Practice on Human Rights,
ITALY, 76 participants

Dialogue Series,
ITALY, 22 participants

Evaluation and Impact Assessment of Learning and Training Course and Clinic,
ITALY, 23 participants

DevInfo Training Workshop,
ITALY, 11 participants

Indonesia UN Country Team Strategic Planning Retreat,
INDONESIA, 76 participants

Measurements for Effective Results-Based Management,
ITALY, 24 participants

UN Safe and Secure Approaches in Field Environments (SSAFE) Training Programme,
ITALY, 27 participants

NOVEMBER.

Serbia UN Country Team Strategic Planning Retreat,
SERBIA, 88 participants

UN Country Team Leadership and Coordination Skills,
ITALY, 39 participants

Indigenous Peoples and Peacebuilding: A compilation of best practices,
SPAIN, 32 participants

Nepal Regional Training of Trainers on UN SSAFE,
NEPAL, 20 participants

Iraq UN Country Team Strategic Planning Retreat,
JORDAN, 145 participants

Training of Trainers on Integrating Disaster Risk Reduction into the UNDAF,
ITALY, 35 participants

DECEMBER.

UN Leaders Programme: 2nd Cohort,
ITALY, 40 participants

Albania UN Country Team Annual Retreat,
ALBANIA, 19 participants

Human Rights-Based Approach Training of Trainers Dakar,
SENEGAL, 28 participants

Myanmar Human Rights-Based Approach / Results-Based Management workshop,
MYANMAR, 27 participants

Roundtable on Non-State Actors: Their Impact on IHL & the Responsibility to Protect,
ITALY, 12 participants

Regional Directors Team Workshop Arab States and Middle-East and Northern Africa,
JORDAN, 70 participants

Maldives UN Country Team Strategic Planning Retreat,
MALDIVES, 88 participants

UN FELLOWS,
ITALY, 21 participants

Bhutan Results-Based Management Training,
BHUTAN, 39 participants

Belarus UN Country Team Strategic Planning Retreat,
BELARUS, 69 participants

Total number of participants in 2009:
11635







FINANCIAL REPORT

TABLE 1

United Nations System Staff College - Summary of biennium expenditure for the biennial 2006-2007 and 2008-2009 with comparative data for the 2008-2009 biennium budget (expressed in US dollars)

OBJECT CLASS	2006 - 2007 BIENNIUM EXPENDITURE	2008 - 2009 BIENNIUM EXPENDITURE
Salaries and other personnel costs	\$ 8,454,203	\$ 10,961,334
Travel	\$ 1,582,716	\$ 2,923,533
Contractual services	\$ 1,542,274	\$ 514,418
Operating expenses	\$ 1,647,132	\$ 2,228,982
Acquisitions	\$ 213,975	\$ 264,480
Total expenditure	\$ 13,440,299	\$ 16,892,748

TABLE 2

United Nations System Staff College Status of UN agencies core contributions for the biennium 2008-2009 (expressed in US dollars)

AGENCY	CONTRIBUTION FOR 2008-2009	AGENCY	CONTRIBUTION FOR 2008-2009
FAO	\$ 73,868	UNICEF	\$ 96,280
IAEA	\$ 41,579	UNIDO	\$ 14,806
ICAO	\$ 16,915	United Nations	\$ 300,848
IFAD	\$ 7,099	UNOPS	\$ 14,137
ILO	\$ 50,260	UNRWA	\$ 4,259
IMO	\$ 6,186	UPU	\$ 3,428
ITU	\$ 16,266	WFP	\$ 27,929
UNDP	\$ 73,260	WHO	\$ 95,144
UNESCO	\$ 49,996	WIPO	\$ 15,151
UNFPA	\$ 15,699	WMO	\$ 5,517
UNHCR	\$ 71,374		
TOTAL \$ 1,100,000			

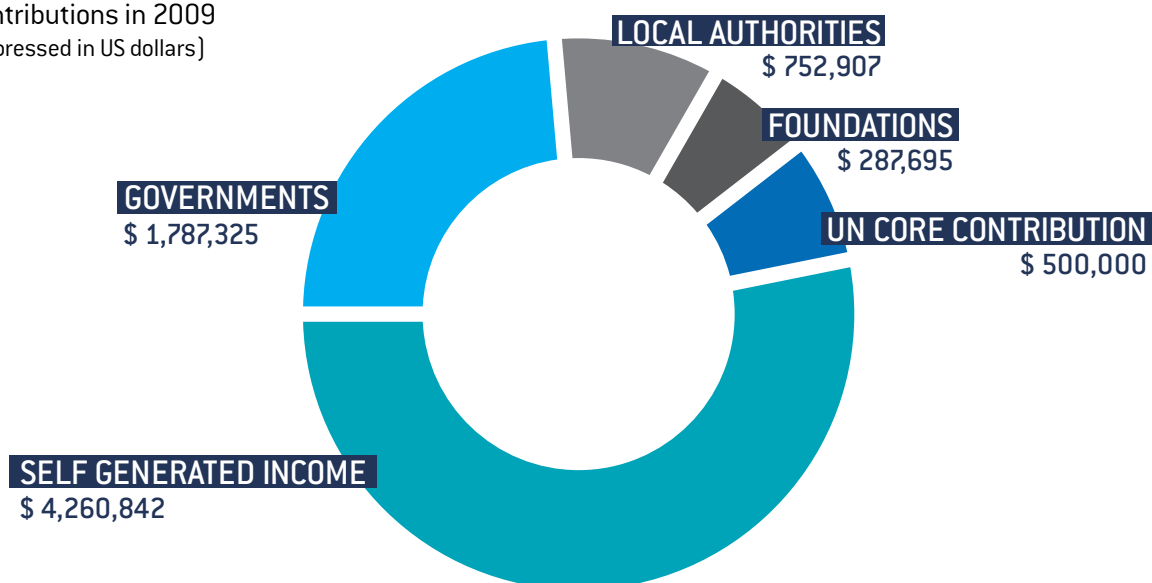
TABLE 3

United Nations System Staff College Statement of assets, liabilities,
and reserves and fund balances as of 31 December 2009 (expressed in US dollars)

ASSETS	
Cash and term deposits	\$ 547,330
Cash in UNOG investment pool	\$ 16,971,783
UN Agencies contributions receivables	\$ 74,493
Deferred Expenditures	\$ 30,270
TOTAL ASSETS	\$ 17,623,877
LIABILITIES	
Interfund balances payable	\$ 93,615
Deferred Payable	\$ 429,384
Deferred Income	\$ 475,605
Unliquidated obligations	\$ 956,162
TOTAL LIABILITIES	\$ 1,954,766
RESERVES AND FUND BALANCES	
Operating reserves	\$ 1,256,219
Prior period savings	\$ 174,767
Cumulative surplus (deficit)	\$ 14,238,125
TOTAL RESERVES AND FUND BALANCES	\$ 15,669,111
TOTAL LIABILITIES RESERVES AND FUND BALANCES	\$ 17,623,877

TABLE 4

Contributions in 2009
(expressed in US dollars)



TOTAL \$ 7,588,769



20

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