



# Learning for a better world.

The UNSSC 2019 Annual Report.



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# UNSSC: A centre of excellence.

The United Nations System Staff College (UNSSC) is a centre of excellence that offers learning to further a basic, yet fundamental goal: fostering a world where everyone thrives in peace, dignity and equality on a healthy planet.



## A place where creative problem-solving thrives.

UNSSC has played an integral role in putting learning and training at the service of UN system mandates to create a more sustainable, just and equitable world.

Our learning methodologies combine academic research with UN practical experience, a combination that fosters deep critical thinking and creative problem solving.

UNSSC spurs learning participants to collaborate across the UN system to break down organizational and functional silos. Participants from civil society, academia, the private sector,



and other actors learn alongside UN personnel – leading to a vibrant crafting of new solutions.

UNSSC provides learning through residential courses, online, and through a combination of both. Knowledge-sharing and networking are hard-wired into our learning programmes, which we regularly evaluate for their quality.

# Focus Areas.

In 2019, UNSSC was guided by its Strategic Plan 2018-2021. The plan calls for UNSSC to deliver state-of-the-art learning solutions so that the UN System and its wide array of partners are well-equipped to:



## Advance the 2030 Agenda for Sustainable Development

The 2030 Agenda is the most ambitious anti-poverty, pro-planet agenda ever adopted by UN Member States. It requires the UN system and partners – civil society, academia, the private sector and others – to work across sectors, strengthening and expanding partnerships in which collaboration and synergy are key. Indeed, the 2030 Agenda is the boldest agenda for humanity.



## Build and Sustain Peace

Connected to the 2030 Agenda are the twin resolutions adopted by the General Assembly and Security Council on peacebuilding and sustaining peace, which call for a comprehensive and coordinated approach to enhancing the skills and capacities of societies not only to address the root causes of conflict, but also to build and sustain peace through non-violent means.



## Pursue Management Reform

Both the 2030 Agenda and the twin resolutions on peacebuilding and sustaining peace require changes in how the United Nations responds to these mandates as an organization. UN personnel need a new set of knowledge and competencies to manage for results in order to meet today's complex and interlinked challenges.

# Academic Partnerships.

UNSSC is committed not only to empowering UN staff and partners through learning but also to building the capacity of new generations around UN values and vision. With this in mind, UNSSC has forged partnerships with two leading academic institutions to support them in developing world-class programmes that serve the United Nations and beyond.



## **IE School of Global and Public Affairs (Spain)**

To ensure that a new generation of leaders understands the integrated nature of the Sustainable Development Goals and their mutual benefits and trade-offs, UNSSC forged a partnership with Spain's **IE School of Global and Public Affairs** to develop a world-class **Master in International Development**. Designed through the lens of the "5Ps" of the 2030 Agenda (People, Planet, Prosperity, Peace and Partnerships), the Master will equip students with a mindset that values innovation, co-creation and collaboration. The first class matriculated in 2019.

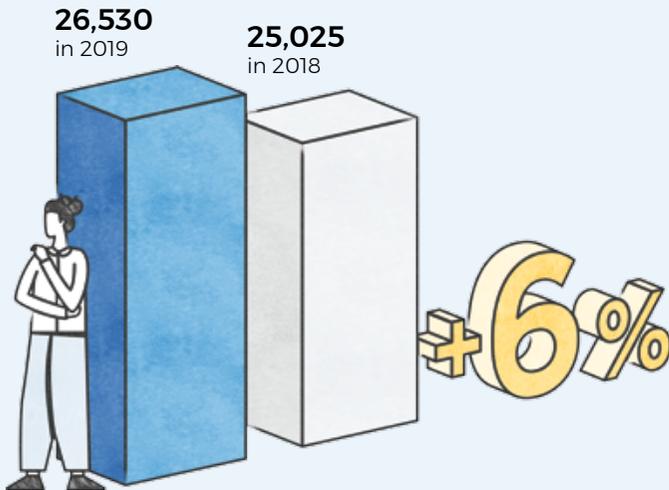
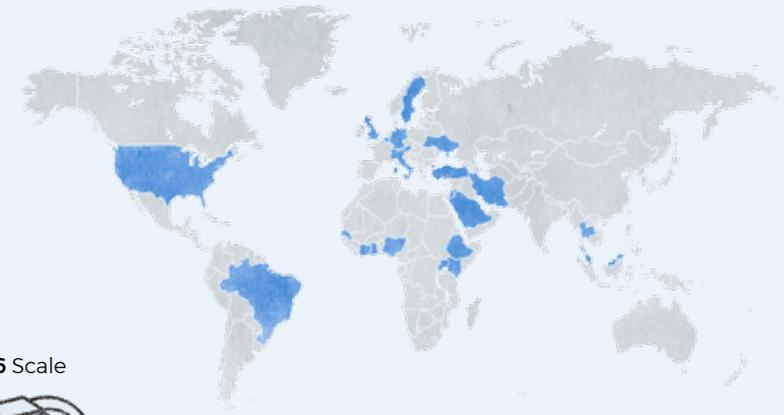
## **Stellenbosch University (South Africa)**

To provide professionals with the knowledge and skills they need to manage and lead for the future, UNSSC partnered with the **University of Stellenbosch Business School**, which is offering a business degree in the management of international organizations. UNSSC contributes critical public-sector leadership and management expertise as well as a network of senior UN practitioners who serve as faculty and research supervisors. The University of Stellenbosch Business School emphasizes values-driven personal development, training leaders to be proponents of responsible change.

# Learning Snapshot.

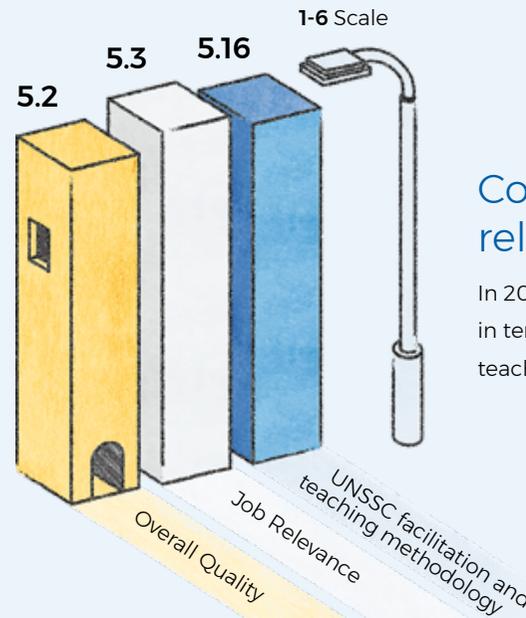
62% of learning programmes were delivered outside of UNSSC campuses in Turin and Bonn.

Austria, Belgium, Brazil, Côte D'ivoire, Ethiopia, Ghana, Germany, Iran (Islamic Republic of), Italy, Jordan, Kenya, Malaysia, Nigeria, Saudi Arabia, Senegal, Sweden, Switzerland, Thailand, Turkey, Uganda, Ukraine, United Kingdom of Great Britain and Northern Ireland, United States of America.



## Increased beneficiaries

The number of people who benefited from UNSSC learning products grew by 6% in 2019.



## Course quality, relevance and facilitation

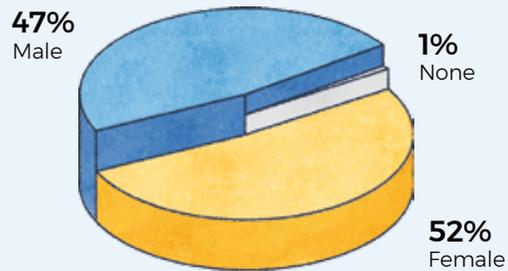
In 2019, participants rated learning programmes highly in terms of overall quality, job relevance, facilitation and teaching methodology.

## Introduction

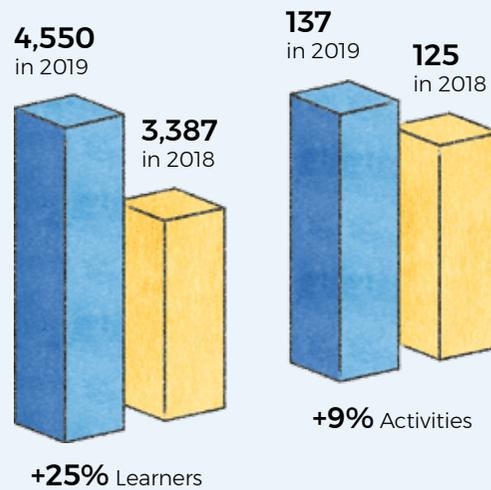


### Increased users of knowledge sharing services

The number of users who benefited from UNSSC webinars, communities of practice, web-based learning platforms and other online services increased by 20% in 2019.



### Learners by Gender



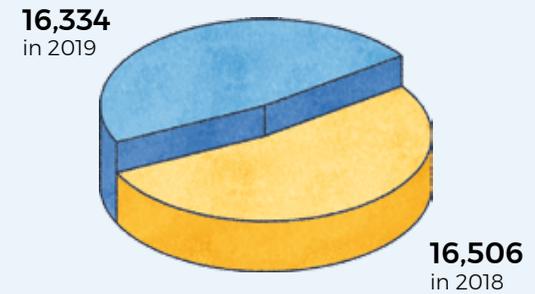
### Expanded direct training

The number of learners who directly benefited from UNSSC courses and learning events delivered face-to-face or online increased by 25%, while the number of activities grew by 9%.



### Recommendation rate

96% of participants in 2019 said they would recommend the learning programme they took to others.



### Indirect Training

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



# A look at 2020.

## A note from the Director

Published in the summer of 2020, this report describes UNSSC's work in 2019. However, given the immense global impact of COVID-19, one cannot review the past year in isolation without contextualizing the work of the College in the midst of the pandemic. While this report allows readers to glance at our work during the past year, I would like to take a moment to update you on how the College is responding to COVID-19 in 2020.

Our first priority has been the health and well-being of our staff and our learning community. Accordingly, until conditions permit us to return to residential offerings, we have been delivering our learning online, redesigning many residential offerings as e-learning courses, and rolling out new offerings to meet the needs of UN personnel.



## A leader in online instructional design

We have been recognized as an online learning leader. UN entities have been asking us to support them in developing online courses. For example, we have created and delivered the course, [From in-classroom training to e-learning: A hands-on workshop](#). This innovative offering seeks to replicate in-class training in an online environment, where participants are able to complete activities designed for face-to-face interaction in a virtual environment, using web-based tools to achieve similar interaction, collaboration and engagement.

## Tailored learning to respond to the pandemic

The College is also serving the UN system in its inter-agency response to the pandemic. We have launched new offerings such as how to deal with uncertainty and manage teams remotely. Online courses on sustainable development are being delivered [free of charge](#), thanks to a generous contribution from the Federal Government of Germany and sponsorships from UN Agencies. The College is also offering ["Coffee Hours"](#), a free webinar series that brings together leading thinkers to discuss issues ranging from the impact of COVID-19 on humanitarian coordination and refugee response, to the future of multilateralism in the wake of the pandemic.

## Residential offerings will be back when safe

Looking ahead, the UN system can support the world to "build back better" not only by working together but also by learning together. We are well aware that people appreciate our residential learning opportunities. As soon as it is safe to do so, we will relaunch these offerings. Until then, UNSSC is focused on serving the learning needs of UN personnel and partners through our wide array of online learning solutions.

*Jafar Javan*

**DIRECTOR**

UNITED NATIONS SYSTEM STAFF COLLEGE

# The 2030 Agenda.

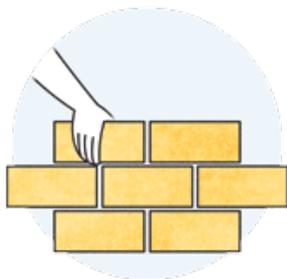
In September 2019, the UN Secretary-General called on all sectors of society to mobilize a “Decade of Action” to deliver the Sustainable Development Goals (SDGs) by 2030.



**T**hrough its Knowledge Centre for Sustainable Development, UNSSC helped accelerate the implementation of the 2030 Agenda through learning, training, and knowledge management. It committed to advancing knowledge to enable the UN system as well as civil society, academia, the private sector and other partners to:

1. Internalize the five critical elements of the 2030 Agenda - People, Planet, Prosperity, Peace and Partnerships;
2. Catalyse implementation of the 2030 Agenda.

To realize these priorities, UNSSC advanced critical knowledge and learning in 2019 in a number of areas.



### A common baseline for the 2030 Agenda

To establish a common base of understanding and approach for the UN system in supporting the 2030 Agenda, UNSSC – together with the UN Development Coordination Office (DCO), the **United Nations Institute for Training and Research (UNITAR)**, and the **Sustainable Development Solutions Network (SDSN)** – developed an **e-course**, the Foundational Primer on the 2030 Agenda. The SDG Primer is meant to advance learning to inform the programmes and actions of all UN entities, including their engagement with government and civil society partners.

Using the SDG Primer, UNSSC also developed a **Foundational Certification on Sustainable Development**, which aims to certify all Resident Coordinators to ensure that UN leaders at the country level are better equipped with a shared understanding of the 2030 Agenda and can collaborate in its implementation.



### Pursuing learning at scale

The 2030 Agenda demands integrated learning. To make this happen, the organizations that provide learning opportunities on sustainable development must come together to form collaborative partnerships. UNSSC and UNITAR formed such a partnership when they launched **UN SDG: Learn** in July 2019 at the United Nations High-Level Political Forum on Sustainable Development in New York.

UN SDG: Learn is an online platform that aims to address sustainable development learning challenges, such as reducing overlaps across the organizations that deliver learning and training on sustainable development, and enabling individuals and organizations to identify simple ways to access learning solutions that match their needs.

#### TESTIMONIAL

##### THE SDG PRIMER E-COURSE

*“We are taking steps to adapt our programmes, our skillsets, and mindsets to respond to the paradigm shift of the 2030 Agenda. This SDG Primer course aims to strengthen that work. It will help achieve conceptual clarity on the 2030 Agenda and its integrated nature. And I trust it will help enhance capacities within the UN family and beyond as we work together with our partners to deliver for the people we serve.”*

**- Amina J. Mohammed,**  
UN Deputy Secretary-General



### Partnerships for sustainable development

Partnerships are important for sustainable development because they bring together interested parties to share knowledge, expertise, technology and financial resources. To build a deep understanding of the role of partnerships for sustainable development UNSSC fostered critical knowledge of:

- why multi-stakeholder partnerships are crucial for the implementation of the 2030 Agenda and the Paris Agreement;
- the challenges and opportunities regarding partnership development;
- the policies, guidance and tools that facilitate partnerships between the UN and other stakeholders;
- how to build substantive and sustainable partnerships.



### Engaging the private sector

Unleashing the power of the private sector is imperative for the 2030 Agenda. According to the Business and Sustainable Development Commission, sustainable and inclusive business models could generate up to 380 million new jobs by 2030, mostly in developing countries. It is important for the United Nations to support Member States as they form strategic partnerships with the private sector. In 2019, UNSSC learning offerings advanced knowledge about:

- how the private sector can be engaged at every level – international, national and local;
- existing frameworks to develop partnerships with the private sector;
- how to advocate for more private sector engagement in achieving the 2030 Agenda.



### Mobilizing finance for sustainable development

Billions of dollars are needed to deliver on the SDGs and achieve the 2030 Agenda. To equip UN personnel with the knowledge and skills they need to play a role in mobilizing finance for sustainable development, UNSSC learning offerings focused on:

- building a practical understanding of the development finance landscape and the opportunities that exist within it;
- UN approaches and catalytic actions to support the development and implementation of sustainable financing strategies;
- strategies to mobilize and leverage public and private resources and investments to achieve the SDGs.

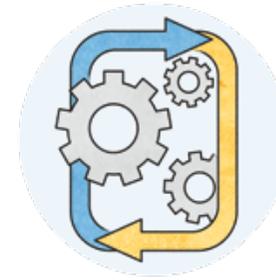


### Strengthening leadership for sustainable development

Visionary and principled leadership is critical for the success of UN development system reform, which commenced in 2019 to reposition the United Nations to deliver on the 2030 Agenda. In order to cultivate a new generation of UN country teams that spearhead change and support national counterparts to deliver on the 2030 Agenda, UNSSC provided learning that strengthened the skills and capabilities of UN leaders. Learning focused on:

- a common understanding of the reform of the UN development system and the implications for UN agencies at the country level and Resident Coordinators' Offices;
- the UN Sustainable Development Cooperation Frameworks as a partnership framework to deliver on the UN development system's response to national needs and priorities;

- the defining attributes of UN leadership – focusing on impact, driving transformational change, understanding systems-thinking, and catalysing co-creation;
- the art of effective and strategic communication to improve the quality and impact of dialogue with national partners.



### Catalysing implementation through the Cooperation Framework

Together with DCO, UNSSC designed and developed a comprehensive training package to support the roll-out of the UN Sustainable Development Cooperation Framework, the most important UN instrument for planning and implementing UN development activities at the country level in support of the implementation of the 2030 Agenda. The Cooperation Framework guides the entire programming cycle of collective UN support – planning, implementation, monitoring, reporting and evaluation. Learning and training have been essential for the roll-out of the Cooperation Framework, to help strengthen UN support to Member States in translating their visions into actions and impact on the ground. UNSSC, together with the UN Development Coordination Office, delivered training for 41 UN country teams on how to prepare a Cooperation Framework.

#### TESTIMONIAL

#### UN COUNTRY TEAM LEADERSHIP COURSE

*“UNSSC designed a tailor-made programme for us, considering the different levels of experiences within the UN country team. Many of us have been in multiple facilitation environments and wanted to have an experience that would be new and energizing. We also wanted to find innovative ways to unpack constructive team behaviour. Finally, it was clear that we needed to focus on experience-based learning, rather than lectures. UNSSC did an excellent job not only in finding new ways of facilitation but also by bringing in new and pertinent tools and keeping all elements of the meeting together in a coherent manner. Participants remained engaged throughout and the atmosphere was well-managed.”*

**- Richard Dictus,**

UN Resident Coordinator, Egypt



### Strengthening results-based management

Results-based management is an important tool for promoting development results and accountability in support of the implementation of the 2030 Agenda. Offerings have equipped UN personnel and partners to use specific results-based management approaches in planning, project design, monitoring, reporting and evaluation. Grounded in the 2030 Agenda, the Paris Agreement on Climate Change, and UN reform, UNSSC offerings in results-based management shaped country approaches to programme design, implementation and management for results.

#### TESTIMONIAL

##### **CATALYSING IMPLEMENTATION THROUGH THE UN SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK**

*"For me, the learning experience of the UNSSC course was very enlightening. We learned more about the UN reform process and what that entails for UNESCO as a UN organization, especially when it comes to coordinating with other colleagues in country programming and resource mobilization. After the training, we started to work with many other organizations jointly. In the past two years, we have led two important interagency processes. We drafted a project proposal jointly and we really divided duties based on our strengths. We've been working very collaboratively."*

**- Maria Brown,**

National Professional Officer for Education  
United Nations Educational, Scientific and Cultural Organization (UNESCO)  
Quito Office and Representation for Bolivia, Colombia, Ecuador and Venezuela

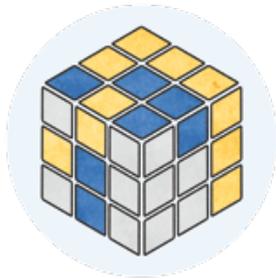
#### TESTIMONIAL

##### **RESULTS-BASED MANAGEMENT TO SUPPORT IMPLEMENTATION OF THE 2030 AGENDA**

*"After the training in Bonn, I returned home and led the process of developing the Zimbabwe SDGs Monitoring and Evaluation Plan for 2019–2023 in which the 23 ministries participated. The course was beneficial in helping me understand the fundamentals of the 2030 Agenda and the SDGs as a results framework. This was critical in the design of the Zimbabwe SDGs framework, and I do not think I would have confidently led this process had I not taken the UNSSC training on results-based management. I am more self-assured in imparting my knowledge, with a clear understanding of what I must do."*

**- Blessing Muchemwa,**

Monitoring and Evaluation Specialist, United Nations Development Programme (UNDP)



### Understanding and fostering policy coherence

Given the multisectoral nature of the 2030 Agenda, policy coherence is essential. Policies need to reinforce one another at both the organizational and sectoral levels. In 2019, learning offerings equipped UN personnel and partners with a sound understanding of why policy coherence is important for achieving sustainable development, what coherent policymaking entails, and what tools, mechanisms and approaches can be employed to foster policy coherence. UNSSC advanced knowledge in this area by facilitating learning in:

- the concept and evolution of policy coherence for sustainable development;
- how to recognize policies that are mutually reinforcing;
- how to engage a variety of stakeholders in order to achieve policy coherence.



### Anti-corruption and the 2030 Agenda

Anti-corruption plays a key role in the implementation of the 2030 Agenda. Resources lost through corruption exceed the estimated \$10 trillion required to eradicate poverty by 2030. Money lost to corruption is essentially development denied to those most at risk of being left behind. Learning offerings for UN personnel and partners focused on building their knowledge and understanding of the role of anti-corruption in the 2030 Agenda. More specifically:

- how anti-corruption plays a key role in the implementation of the 2030 Agenda;
- the dual role anti-corruption plays in the 2030 Agenda, both as a focus area in itself under SDG 16 and as a prerequisite to achieving all other SDGs;
- the importance of aligning national sustainable development and anti-corruption strategies;
- how to mainstream anti-corruption initiatives in sustainable development plans and programmes.

#### TESTIMONIAL

#### ANTI-CORRUPTION AND THE 2030 AGENDA

*“This course has had a great impact on me and my institution as well. After attending the course, I understood that sustainable development cannot be achieved if corruption is still pervasive. I took the knowledge from this course to one of the International Organization of Supreme Audit Institution trainings and discussed it with some of my colleagues from various countries in Europe, Africa, and Asia. All of them agreed that corruption could halt any effort to achieve sustainable development. For me, it has inspired me to apply for further education in development, and earlier this year I was accepted into Cornell University’s Master of Professional Studies in Global Development.”*

**- Windu Adi Prastowo,**

Auditor, The Audit Board of The Republic of Indonesia



### UN summer academy

To promote partnerships and collaboration through a multi-stakeholder learning platform, UNSSC organized the eighth UN Summer Academy in Bonn under the theme “The 2030 Agenda: Taking Stock and Looking Ahead”. Participants reviewed progress made in implementing the 2030 Agenda, discussed opportunities to accelerate it, and proposed ways to tackle persisting challenges. The recurrent theme across all the sessions of the UN Summer Academy was the joint search for ways to realize the structural changes needed to achieve the 2030 Agenda.

#### TESTIMONIAL

##### UN SUMMER ACADEMY

*“I have benefited enormously from attending the UN Summer Academy. I am more confident that I am on the right track. I am inspired to learn more about the SDGs. I will continue with my personal journey in developing and consolidating my advocacy of increasing the involvement of museums across the world in the 2030 Agenda. I am extremely grateful for all the support and guidance I received from experts and peers at the UN Summer Academy, which was undoubtedly one of the most amazing development experiences of my life.”*

**- Henry McGhie,**

Consultant, Curating Tomorrow



# Building and Sustaining Peace.

The 2030 Agenda for Sustainable Development recognizes that sustainable development cannot happen without peace.



**B**uilding on the 2030 Agenda, two critical “twin” resolutions on sustaining peace call for a comprehensive and coordinated approach to enhancing the skills and capacities of UN personnel and society at large. The goal is not only to address the root causes of conflict but also to prevent violence.

In 2019, to help deliver on the twin resolutions, UNSSC offered learning programmes designed to enable UN personnel and partners to:

1. Contribute to sustaining peace objectives;
2. Operate in complex environments

# 1. Enabling UN personnel and partners to contribute to sustaining peace objectives.



## Advancing knowledge of core principles and practice

In 2019, UNSSC, in collaboration with the Centre for International Peace Operations, brought together Deputy Special Representatives of the Secretary-General. The objectives were to: examine the implications of UN Reform on peacekeeping operations; explore current practice in peace operations in moving from early warning to early action; and foster women's participation in peace processes.

UNSSC provided a thorough grounding in the concept of sustaining peace and its practical application. In partnership with the Peacebuilding Support Office, UNSSC offerings ensured a solid foundation in the humanitarian-development-peace nexus. By connecting learners to expertise, UNSSC enhanced knowledge of:

- the United Nations' commitment to preventing and resolving armed conflicts;
- supporting the shift from "silo-driven" responses to new and innovative ways of achieving collective and cumulative impact;
- whole-of-system preventive solutions to apply to all development and humanitarian action;
- inclusive peacebuilding approaches across the life cycle of conflict, taking forward the Secretary-General's priority on prevention.



## Building analytical capacity

UN personnel need to understand the complexity of the current global landscape and the changing nature of conflict and violence. Building analytical skills and ensuring integrated approaches are core to UNSSC's numerous offerings, which include: conflict analysis; analysing and understanding non-state armed groups; applying the human security approach to the humanitarian-development-peace nexus; and working at the crossover between human rights and conflict transformation.

Applying a comprehensive approach throughout the design and delivery of the trainings enabled UNSSC to support the Secretary-General's reform of the peace and security pillar by disseminating ideas and methodologies across practitioners working in the secretariat, agencies, funds and programmes. This approach also helped to break organizational silos and pave the way for broader synergies.



### TESTIMONIAL

#### HUMAN SECURITY WORKSHOP IN MAKURDI, NIGERIA

*"The course I took has helped to change mindsets and reorient stakeholders with the knowledge of the real causes of the conflict (competition for scarce resources) and the real victims of the conflict (farmers and herders), with the understanding that the solution lies in putting the people first, using tools such as mediation and dialogue, and not in weaponry and force by security officials.*

*The knowledge I gained has been transferred consistently at subsequent trainings, meetings and engagements with the Herdsmen-Farmer Peace Forum. The project has impacted the State Government, other stakeholders and beneficiaries, including women and youth, who realize that the true causes of the conflict between farmers and herders is the competition for the scarce land resources and climate change."*

**- Kehinde Osotimehin,**

Programme Manager (The Peace Project) UNDP Nigeria

## Focusing on partnerships for prevention

In 2019, the United Nations commenced a major reform of the UN development system (in addition to its peace and security architecture) in order to improve the system's collective focus on prevention. The newly formed UN Development Coordination Office (DCO) has highlighted prevention among its leading priorities in supporting empowered Resident Coordinators and a new generation of UN country teams.

To advance knowledge and practice in this area, UNSSC partnered with the United Nations Office for West Africa and the Sahel and the Economic Community of West African States to build women's capacities for conflict analysis and prevention in the region. UNSSC and partners enabled selected grassroots groups of women and youth to transfer their newly acquired knowledge and skills to their communities and promote local prevention initiatives.

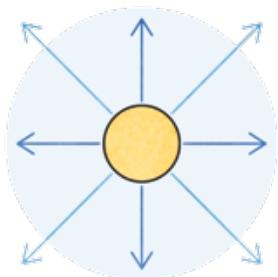
### TESTIMONIAL

#### ACTING LOCALLY: CITIZEN PARTICIPATION FOR RESILIENT INSTITUTIONS

*"The content was very rich and the various themes very useful for the work I do every day: How can we improve the services the state provides to the public? How can women effectively contribute to decision-making in all sectors of activity? How do I seek funding for community projects and how can we track these projects to achieve the expected results?...Through this training I have contributed to the achievement of the goals my institution has set for itself...This training has changed the way I work and collaborate with my colleagues."*

**- Isabelle Zossou,**

Programme Associate, UNDP Benin



## Applying decentralization expertise to peacebuilding

Decentralization and local governance provisions need to be increasingly prominent in peace agreements and national post-conflict peacebuilding agendas. To provide a strong underpinning in decentralization and its connection with peacebuilding, UNSSC offerings advanced the dialogue on how decentralization can contribute to peacebuilding, how to identify the elements of local governance that are most relevant in a post-conflict and peacebuilding context, and how to strengthen women's participation at the local level in order to foster peace and development.



## Building capacity of UN personnel to operate in complex environments.



### Enhancing security in volatile environments

Implementing the sustaining peace resolutions in complex environments requires specialized operational knowledge. In partnership with the Department of Safety and Security, UNSSC delivered a combination of knowledge offerings that enhanced security awareness skills for handling a range of security incidents through Safe and Secure Approaches in Field Environments. The learning was maximized through train-the-trainer programmes for UN security personnel and affiliated organizations, which enabled UN personnel and partners to be swiftly deployed to volatile and dangerous areas.



### Advancing road safety

Targets under the Sustainable Development Goals commit countries to halving the number of global deaths and injuries from road traffic accidents by 2030; and to providing access to safe, affordable, accessible and sustainable transport systems as well as improve road safety for all. UNSSC road safety offerings received international accreditation from the Royal Society for the Prevention of Accidents. Offerings included:

- the use of proven frameworks for analysing road safety risks;
- the application of best practices and evidence-based approaches to effectively develop and manage road safety actions;
- training of trainers in the safe, efficient and effective operation of light vehicles in a variety of contexts and risk environments.

#### TESTIMONIAL

#### TRAINING OF TRAINERS, ADVANCED SAFE DRIVER TRAINING

*“Since the completion and successful implementation of the Advanced Safe Driver Training, the Office of Staff Security - IOM Mission in the Republic of Turkey, has recorded only one traffic collision involving an IOM vehicle, with no consequences for UN staff members and with minor damage to the vehicle.*

*During the training, thanks to the respectful UNSSC instructors, I discovered a wide range of unexplored areas and the obligation of continuous research, testing, and application of new knowledge, techniques, and procedures for the use of vehicles, official or private. Now the obligation in research, and particularly implementation, is for me to pass the knowledge on to esteemed course participants.”*

**- Rusmir Krka,**

Field Security Officer, UN International Organization for Migration Turkey

# Management Reform.

In order to support countries to achieve the 2030 Agenda and the Sustaining Peace resolutions, the United Nations must transform the way it works.



**T**he [UN System Leadership Framework](#) and [Management Reform](#) are critical elements for enabling a new way of working to deliver results for Member States. Both of these elements require UN personnel to develop new knowledge and skill sets.

In 2019, through its Knowledge Centre for Leadership and Management, UNSSC helped UN personnel acquire the learning they need to deliver results by offering:

1. A progressive learning path for UN personnel at all levels;
2. Tools to support a new way of working.

# 1. A progressive learning path for UN personnel at all levels.



## Designing and managing organizational change

To fuel change management which the United Nations needs to support UN reform, UNSSC provided learning on how to design and manage organizational change. Learning offerings helped UN personnel define what UN reform means for their team, and helped participants develop a strategy for how to lead change and transformation.

UN personnel developed concrete approaches based on the **UNLOCK** change model to successfully pursue strategy development.



## Learning for senior leaders

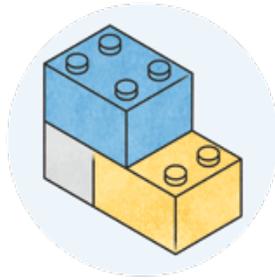
To ensure that the United Nations is equipped to drive transformational change, UNSSC delivered a number of learning offerings for senior leaders. These were opportunities to reflect on strong and successful leadership approaches and their application, and to forge deeper connections with colleagues from across the UN system through peer exchange and collegial support. Senior leaders also analysed leadership lessons based on a range of challenges, trends and opportunities.

One such learning offering was the **UN Leaders Programme**. Entering its eleventh year, it has welcomed hundreds of senior UN officials from around the globe and featured over 200 world-renowned speakers to create a more effective and unified leadership culture in the UN system. It is the official Leadership Development Programme of the UN Secretariat.

In addition to the UN Leadership Programme, in 2019 UNSSC delivered a leadership “deep dive” in collaboration with the **Dag Hammarskjöld Foundation**.

Participants were immersed in a unique leadership development journey that challenged them to transform themselves, their sphere of influence – and thereby their organizations.

A third learning offering for senior leaders, the **“Leadership, Women and the UN Programme”**, promoted the expansion and renewal of prevalent paradigms of leadership to ensure a more gender-balanced workplace across and beyond the UN system to advance the principled and inclusive leadership culture envisioned in the UN System Leadership Framework. The offering gave UN personnel a unique opportunity to explore: different leadership approaches and their situational application; the gender and cultural dimensions of leadership; the dynamics of power, influence and negotiation; and deeper personal-professional coherence and self-awareness. These themes are critical if UN staff are to develop a set of skills and competencies for transformative and charismatic leadership.



### Preparing for leadership and management positions

In 2019, UNSSC delivered the **UN System Executive Management Programme** for aspiring team leaders.

The offering was tailor-made to:

- prepare UN personnel for leadership and management positions in order to lead more effective teams;
- help would-be team leaders deliver increasingly meaningful results and become role models for UN leadership values and behaviours;
- contribute to transforming the organization by fostering a culture of innovation and by implementing change;
- strengthen the UN's ability to achieve the 2030 Agenda.

The programme was designed to train future team leaders by providing them with the practical tools and knowledge to help them address the complex realities they face in order to improve their responsiveness and impact – both in field locations and at headquarters.

#### TESTIMONIAL

##### LEADING IN THE UNITED NATIONS: A DEEP DIVE

*“The training came at a critical time in my career. Afterwards, I organized a session with senior staff (section chiefs) to share some of the concepts which were developed during the training such as the persona, the below the line, the three pulls, etc. It was a very lively session. People were interested and it was decided to organize sessions from time to time to continue creating a leadership spirit in the country office...The skills and knowledge acquired are critical for a country representative.”*

**- Félicité Tchibindat,**

Country Representative, UNICEF Niger

#### TESTIMONIAL

##### UN EXECUTIVE MANAGEMENT PROGRAMME

*“I enrolled in the UN Secretariat Executive Management Programme at a point in my career when I was ready to transition out of the UN Office on Drugs and Crime (UNODC) or start a new role within UNODC. The nine modules of the programme – People Management, Performance Management, Communication, Partnership-building, Innovation, Change Management, Financial Resources Management, Strategic Planning, and Executive Decision-making – were exactly what I needed, and in some cases the programme acted as a refresher to previous leadership training.*

*In preparing for the world ‘outside of the UN walls’, I needed to enhance my knowledge and skills in other strategic areas of leadership. Transferring the knowledge and skills acquired from all the nine modules of the programme became so important, relevant and applicable. I have had to use my leadership, substantive coordination and overall management skills but heavily supported by the knowledge gained from the programme to help me strengthen UNODC’s position in Ethiopia.”*

**- Margaret Akullo,**

Representative ad interim UNODC Programme Office in Ethiopia



### Enabling UN personnel to deliver results effectively

To support a wide range of UN personnel, including those commencing management roles, UNSSC delivered its highly versatile **Extended E-Certificate on Leadership and Management**. This self-paced management offering enabled all UN personnel with managerial functions to design a tailored curriculum that addresses their specific job requirements and learning needs as well as providing them with pathways and tools to achieve meaningful results. Participants came away with essential knowledge, such as how to:

- translate overall visions into realistic goals by planning strategically, implementing results-based management systems, mitigating risks, and managing resources and funds;
- create high-performing teams by motivating and coaching individual members;

- monitor and evaluate personnel performance objectively and address under-performance constructively;
- communicate effectively with senior managers and peers and maintain long-term partnerships with key stakeholders.

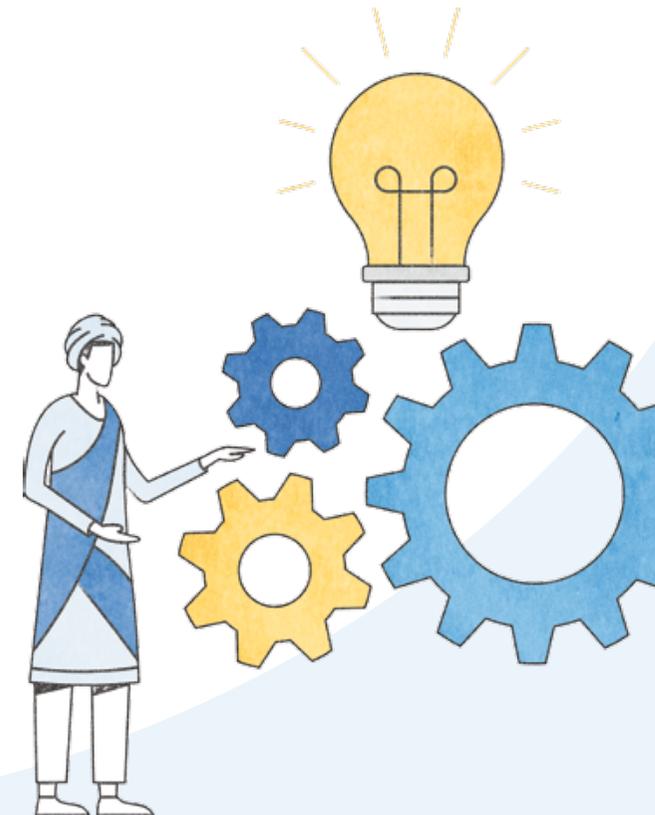
#### TESTIMONIAL

##### E-MANAGEMENT CERTIFICATE PROGRAMME

*"I really enjoyed all of the topics related to behavioural management...strategy, structure, and management systems - all the things that make up the 'visible part of the iceberg'. While these are conditions for success, they are not enough. This is because managers are also expected to handle the 'hidden part of the iceberg', which is made up of behaviours. Learning this was really fascinating."*

**- Saandi Assoumani,**

Chief Technical Advisor - Administrative Reform UNDP  
Burundi



## Tools to support a new way of working.



### UN Innovation Toolkit

To help drive transformational change rooted in an innovation mindset, UNSSC became the curator of the **UN Innovation Toolkit**. Initiated at the behest of United Nations Secretary-General António Guterres under the leadership of the Secretariat of the United Nations System Chief Executives Board for Coordination, the toolkit was developed in close collaboration with the **UN Innovation Network** and other partners. It was entrusted to UNSSC in 2019 to be integrated into UNSSC learning programmes as an effective means of scaling up its use across the UN system.

The creators of the toolkit built the platform upon five critical foundations of innovation:

- **Strategy:** arriving at a straightforward way to guide people's work while balancing risks and rewards;
- **Partnerships:** connecting with internal and external entities that can contribute to the success of innovation;
- **Architecture:** developing platforms that users need to administer throughout the life cycle of an innovation;
- **Culture:** creating spaces that foster calculated risk and allow the UN to innovate continually;
- **Evaluation:** offering mechanisms that encourage organizations to look inward and share the efficiency and results of their work during the innovation life cycle.



### UNSSC Leadership Culture Assessment Tool

To advance implementation of the UN System Leadership Framework and Management Reform, UNSSC developed the UN Leadership Culture Assessment Tool. The tool was designed to measure how participating teams, departments and entities demonstrate the key competencies of the Leadership Framework. It also provides an important platform through which to drive behavioural change and assess leadership culture across the UN system. In this way, it supports the UN in narrowing the gap between the current and the desired leadership cultures, revealing key opportunities for leadership development, effectiveness and efficiency at all levels. By using the tool, teams learn to what extent their leadership culture supports or impedes efficiency and performance, and how to set up benchmarks for improvement.

# About UNSSC.



# Board of Governors 2020.

The Director of the UNSSC reports to the Board of Governors on an annual basis. The UNSSC Board of Governors is composed of UN representatives selected by the UN Chief Executives Board (CEB) and appointed by the UN Secretary-General.



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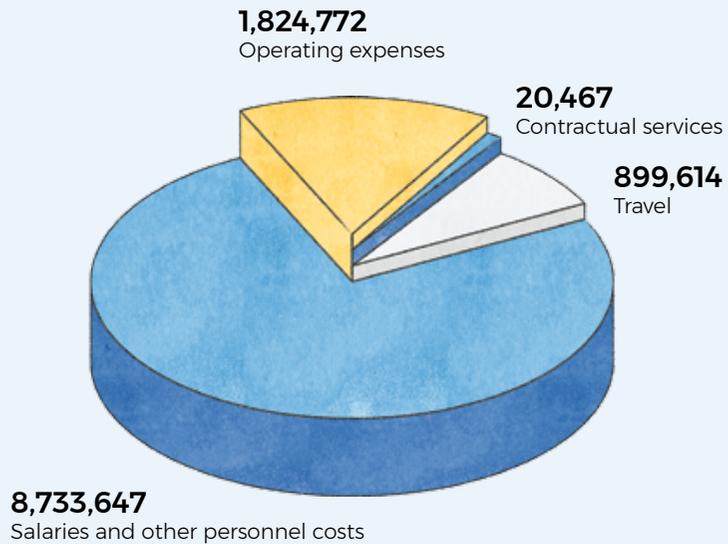
**Mr. Nikhil Seth**  
Executive Director, UNITAR  
EX OFFICIO MEMBER

# The College Financials.

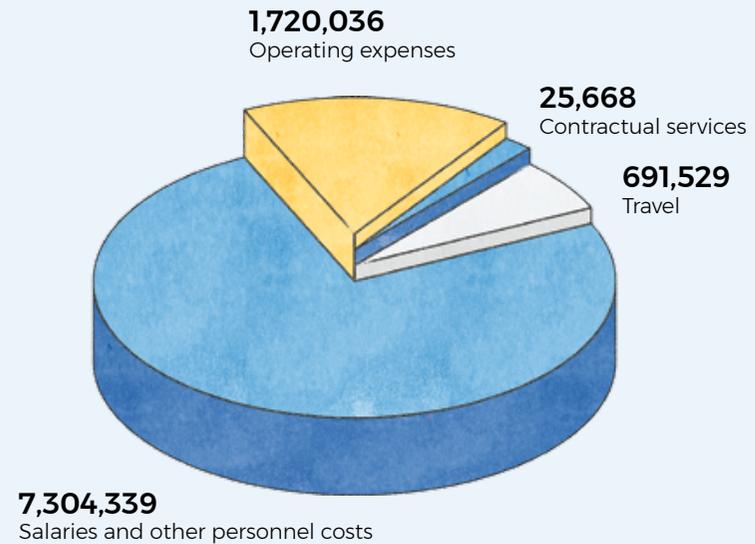
## Expenditure by year

(Expressed in US Dollars)

**TOTAL 2019: 11,478,500**



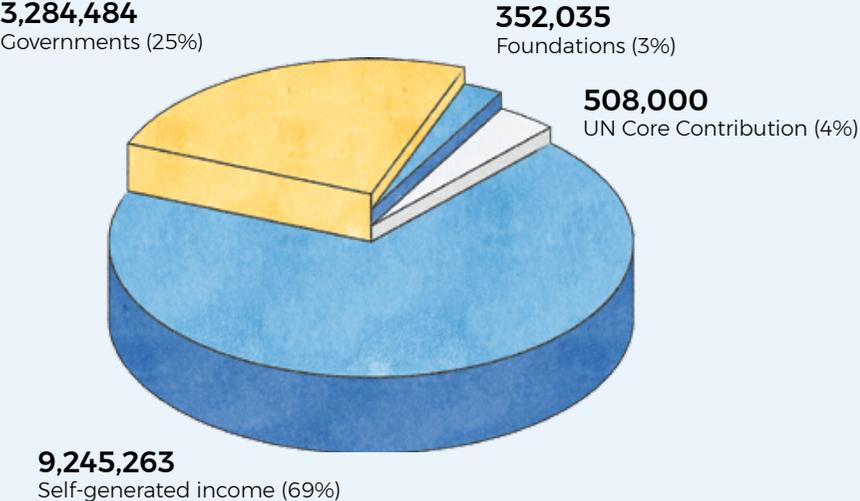
**TOTAL 2018: 9,741,572**



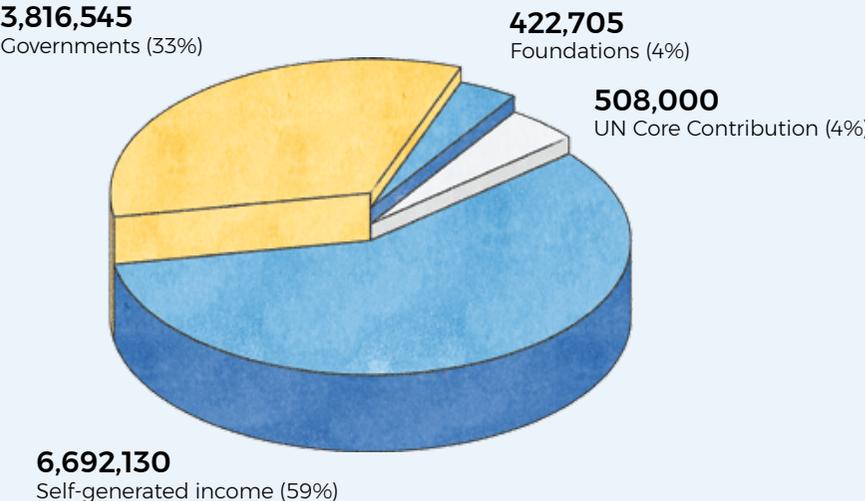
# Total funding by source

(Expressed in US Dollars)

**TOTAL 2019: 13,388,781**



**TOTAL 2018: 11,439,380**



# Core contributions from UN organizations

(Expressed in US Dollars)

**TOTAL 2019: 508,000**



## Statement of Financial Position

(Expressed in thousands of US Dollars)

Assets	12/31/19	12/31/18
<b>Current assets</b>		
Cash and cash equivalents	8,286	1,433
Investments	11,754	11,784
Assessed contributions receivable	-	-
Voluntary contributions receivable	357	5
Other receivables	1,727	1,114
Advance transfers	177	95
Inventories	-	-
<b>Other assets</b>	<b>152</b>	<b>104</b>
<b>Total current assets</b>	<b>22,453</b>	<b>14,535</b>
<b>Non-current assets</b>		
Investments	995	5,144
Advance transfers	-	-
Property, plant and equipment	21	32
Intangibles	-	-
Other assets	-	-
<b>Total non-current assets</b>	<b>1,016</b>	<b>5,176</b>
<b>Total Assets</b>	<b>23,469</b>	<b>19,711</b>

Liabilities	12/31/19	12/31/18
<b>Current liabilities</b>		
Accounts payable and accrued payables	329	726
Employee benefit liabilities	160	110
Advance receipts	2,448	1,074
Other liabilities	-	-
<b>Total current liabilities</b>	<b>2,937</b>	<b>1,910</b>
<b>Non-current liabilities</b>		
Employee benefit liabilities	15,178	8,210
Other liabilities	-	-
<b>Total non-current liabilities</b>	<b>15,178</b>	<b>8,210</b>
<b>Total Liabilities</b>	<b>18,115</b>	<b>10,120</b>
<b>Net Assets</b>		
Accumulated surplus	5,354	9,591
<b>Total Net Assets</b>	<b>5,354</b>	<b>9,591</b>
<b>Total Liabilities and Net Assets</b>	<b>23,469</b>	<b>19,711</b>

## Statement of Financial Performance

(Expressed in thousands of US Dollars)

Revenue	2019	2018	Expenses	2019	2018
Voluntary contributions	4,144	4,747	Employee salaries, allowances and benefits	5,892	5,019
Other transfers	-	-	Non-employee compensation and allowances	2,842	2,285
Investment revenue	464	302	Grants and other transfers	-	-
Other exchange revenue	9,245	6,692	Supplies and consumables	-	-
Other revenue	6	14	Depreciation	11	15
<b>Total Revenue</b>	<b>13,859</b>	<b>11,755</b>	Other contracted services	20	26
			Travel	900	692
			Other operating expenses	1,813	1,705
			Finance costs	-	-
			Other expenses	-	-
			<b>Total Expenses</b>	<b>11,478</b>	<b>9,742</b>
			Surplus/(deficit) for the year	2,381	2,013

# To our donors, thank you!

At UNSSC, we are extremely grateful for the continuing support that our key donors provided in 2019.

Italy, as the host government of our main campus and headquarters, provided essential funding that has enabled UNSSC to grow and better deliver on its mandate. Similarly, Germany's generous contributions have enabled the UNSSC Knowledge Centre in Bonn to expand its reach and operations in the area of Sustainable Development. The Swedish International Development Cooperation Agency and the Turin-based Compagnia di San Paolo Foundation have been



strong supporters, allies and partners with whom we have shared visions, strategies and ideas. The results achieved in 2019 would not have been possible without the support of and collaboration with our key donors.





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