

PROMOTING LEARNING  
WITHIN THE  
**UNITED NATIONS**

UN SYSTEM  
STAFF COLLEGE  
ANNUAL REPORT

**2008**





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SYSTEM STAFF COLLEGE**



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# GLOSSARY OF ACRONYMS

**CEB** United Nations Chief Executives Board

**CPAA** Conflict Prevention Analysis for Action

**CRT** Cassa di Risparmio di Torino

**DFID** UK Department for International Development

**DOCO** United Nations Development Operations Coordination Office

**EIA** Evaluation and Impact Assessment

**ETRP** Expert Technical Review Panel

**GENCAT** Generalitat de Catalunya

**ICT** Information and Communication Technology

**ILO** International Labour Organization

**ITC/ILO** International Training Centre of the International Labour Organization

**MDGs** Millennium Development Goals

**OHCHR** Office of the High Commissioner for Human Rights

**OSAGI** United Nations Office of the Special Adviser on Gender Issues

**RBM** Results-based Management

**ROI** Return on Investment Institute

**SIDA** Swedish International Development Cooperation Agency

**SRSO** Special Representatives of the Secretary-General

**SSAFE** Safe and Secure Approaches in Field Environments

**ToT** Training of Trainers

**UNCTs** United Nations Country Teams

**UNDAF** United Nations Development Assistance Framework

**UNDESA** United Nations Department of Economic and Social Affairs

**UNDSS** United Nations Department of Safety and Security

**UNEG** United Nations Evaluation Group

**UNICRI** United Nations Interregional Crime and Justice Research Institute

**UNIDO** United Nations Industrial Development Organization

**UNITAR** United Nations Institute for Training and Research

**UNSSC** United Nations System Staff College

**ZIF** Zentrum für Internationale Friedenseinsätze



# FOREWORD



It is my pleasure to present the United Nations System Staff College (UNSSC) 2008 Annual Report.

During my first full year as Director of the Staff College, our organization has not only grown in size and resources, but has also tackled a number

of major issues to deliver results more effectively.

The budget of the College for 2008 represented a 17% increase over the 2007 budget. A further moderate increase of 2% is expected in 2009. However, there is an increase of 65% of its financial resources for the period 2007 to 2009.

With a workforce of 38 staff members, the College was able in 2008 to train 8,032 people all over the world.

This was possible by streamlining pivotal processes such as risk management and results-based management (RBM); by recruiting qualified staff to cover key positions; by investing in staff development and new information technology infrastructures; and by putting in place the necessary mechanisms and tools to introduce knowledge management as the core business model for the College.

In addition, by systemizing its own project management and by developing a new Project Management Manual for staff, the College has brought greater cohesiveness to its programmes, and is better responding to system-wide demands.

The image of the College has also shifted during the year. New synergies with highly respected scholars and experts from both inside and outside the UN system, who now regularly provide cutting-edge contributions to our activities, have further enhanced the reputation and recognition of the College, and helped to raise the quality and profile of its programmes.

In this respect, one of the most visible results is the fact that, in 2008, the College delivered inter-agency training and learning events that encompassed the entire range of senior management of the UN: from Resident Coordinators to Special Representatives of the Secretary-General (SRSGs), to the Secretary-General's top management team, which now meets in Turin on an annual basis for its Retreat. The latest additions are a new system-wide leadership course for senior managers which will be rolled-out in the spring of 2009, and a new course for Deputy SRSGs scheduled to take place in the fall of 2009. All of this represents a strong sign of the confidence entrusted to the College by the top levels of the UN system.

This on-going transformation, as highlighted during the latest session of the UNSSC Board of Governors, is in line with the Secretary-General's call for concrete results. Against this background, the College is well equipped in 2009 to continue to pursue its goal of becoming a centre of excellence for the UN system.

Turin, April 2009

Carlos Lopes

United Nations Assistant Secretary-General  
United Nations System Staff College Director



## HISTORY

The idea of establishing a Staff College to serve the UN system was a direct response to long-standing perceptions of the need to maximize the coherence and effectiveness of the international civil service.

The first investigations into the feasibility of creating a Staff College began in 1969. In 1971, the UN General Assembly approved in principle the creation of the United Nations System Staff College.

However, the Staff College was put on indefinite hold pending the identification of financial resources. In 1993, the Secretary-General requested a joint UN/International Labour Organization (ILO) team to develop a more concrete Staff College proposal, which was accepted in 1995.

The College itself began operations in 1996 as a project entrusted to the International Training Centre of the ILO (ITC/ILO). In August 2000, the College was evaluated by an independent team that recommended the establishment of a fully-fledged United Nations System Staff College. A draft Statute was prepared. In July 2001, the General Assembly approved the Statute of the United Nations System Staff College.

In November 2001, the UNSSC Board of Governors held its first session. On 1 January 2002 the College began its operations as a distinct institution within the UN system.





# INTRODUCTION

The results achieved by the Staff College in 2008 have reaffirmed its role and recognition within the UN system. Traditional areas of activity of the College are expanding, pilot programmes are becoming regular activities in the College's portfolio, and new initiatives are being launched responding to system-wide demands.

The College is becoming more and more recognized for its knowledge sharing activities, which include: the organization of face-to-face events, such as the UN Torino Retreat and the Learning Managers Forum; the management of on-line communities of practice such as the UN learning community; and the development of e-learning tools, such as the "Welcome to the UN" induction CD-ROM and the e-learning toolkit on UN Country Programming Processes.

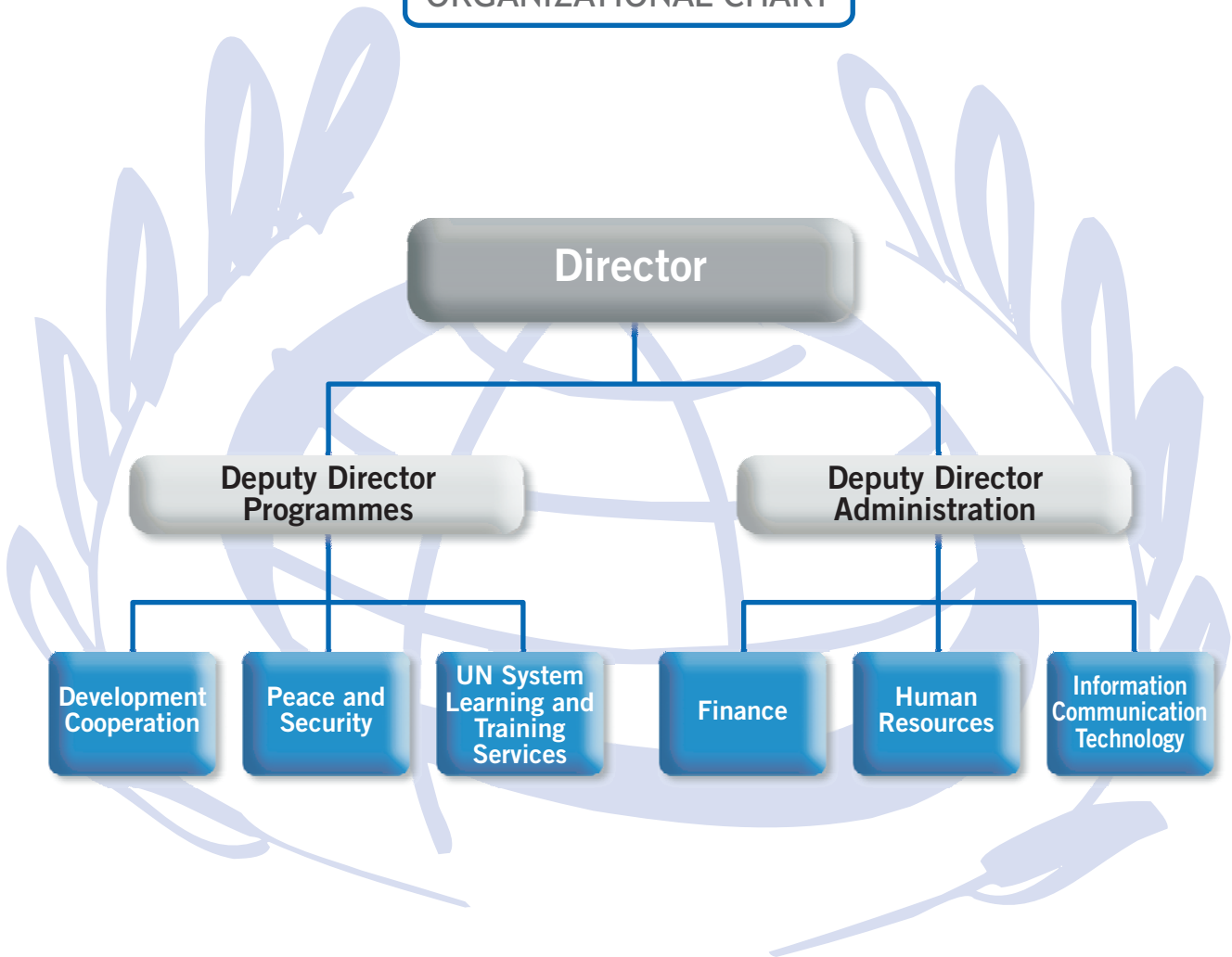
The Staff College is also playing a significant role in creating a common management culture in the UN system by organizing learning and training events focused on leadership building; from the induction training offered to young professionals – the UN leaders of the future - to the leadership workshops for Resident Representatives and Agency Representatives, to the new UN Leaders

programme targeting the top management of the UN system.

Positive responses are also coming from the UN system regarding the College's offer of system-wide certification programmes: in particular, the "Secure & Safe Approaches in Field Environments (SSAFE)" certified programme – developed in cooperation with the UN Department of Safety & Security (UNDSS) – and the evaluation programme – designed in cooperation with the United Nations Evaluation Group (UNEG). These initiatives have also been endorsed and strongly recommended by the UNSSC Board of Governors as being fundamental from both an academic and knowledge management perspective. Following this success, the College will continue to pursue new ventures in 2009 in the areas of gender and human rights certification.

Finally, the College continues to provide critical support to UN Country Teams (UNCTs) to deliver more strategic and coordinated development and enhance the capacity of the UN in conflict prevention and recovery on the basis of national priorities.

## ORGANIZATIONAL CHART



## UNSSC MISSION

The College's mission is to:

- Strengthen inter-agency collaboration within the UN system
  - Promote a cohesive management culture across the UN
  - Support continuous learning and development in the UN system
  - Distance learning;
  - E-learning and research in lessons learned and good practices;
  - Awareness raising;
  - Advisory services;
  - Coaching and mentoring;
  - Tailor-made projects and technical support; and
  - Publications.
- To this end, the College offers a broad range of services to meet UN system needs, including:
- On-campus and on-site workshops, seminars and training courses;



## UNSSC GOVERNANCE

The governing bodies of the College are a Board of Governors and an Expert Technical Review Panel. Both Panel and Board members are comprised of representatives of the UN programmes, funds and agencies.

Since the inception of the UN System Staff College in 2002, the modus operandi of its Board of Governors has revealed a need for clarification to overcome an underlying lack of clarity in its structural setup and the absence of systematic procedural mechanisms which have hindered its satisfactory operation.

Following consultation and endorsement by the current Board of Governors (9th session, 4 December 2008) and by the Heads of the Chiefs Executives Board (CEB), a proposal for strengthening UNSSC governance was presented on behalf of the Secretary-General and after consultation with the UN Office of Legal Affairs.

### Key elements of this proposal:

#### Composition of the UNSSC Board of Governors

- The UNSSC Board of Governors would meet annually and the role of the Deputy Secretary-General as Chair of the Board would be formally acknowledged.
- The composition of the Board would be nine members, selected by the CEB, plus three ex-officio members (the Director of the UNSSC, the Secretary of the CEB and the Executive Director of the United Nations Institute for Training and Research - UNITAR).

- The CEB would establish the relevant procedures to ensure its selection provides for fair representation of UN system organizations, including a rotation system as well as the suitability of the candidates to act as Board Members.
- Board Members would be appointed by the UN Secretary-General for a period of two years, with the possibility of a one-year extension. Selected candidates would have to be at the Director level or above.

#### The Experts Technical Review Panel (ETRP)

- The ETRP would continue to report to the Board of Governors, but its functions would be better defined as performing programmatic analysis and providing advice on the programme activities of the Staff College.
- To avoid conflicts of interests, Board Members would not be eligible as members of the ETRP.



# ADDRESSING UN STAFF NEEDS TO MEET THE CHALLENGES OF OUR TIMES

## LEARNING BY SHARING: AN EFFECTIVE APPROACH TO DEVELOP CAPACITY

The challenges that the United Nations is facing nowadays are complex and evolving every day. The UN staff is called upon to be at the forefront of collectively addressing these challenges, and being ready and flexible to adapt to the new needs that a changing world is setting before us.

Since it was created more than 60 years ago, the United Nations has accumulated invaluable expertise in many areas, and is now an organization with numerous bodies, departments, agencies, programmes and funds, with different mandates, traditions and specialized knowledge.

As an organization with an inter-agency mandate, UNSSC plays a role in making sure that the UN genuinely builds upon its existing expertise, working to facilitate cross-connections within the system. In line with its mandate to promote inter-agency collaboration in training and learning, in 2008 the Staff College continued to promote knowledge sharing within the UN system by organizing face-to-face events and by developing on-line services and targeted e-learning tools.

### FACE-TO-FACE EVENTS

As an institution that focuses primarily on learning and training, the Staff College plays a central role in facilitating cross-connections within the UN system in this area.

New methodologies, training approaches and tools

are continually being developed within the UN system, responding to emerging learning and training needs of its staff. The Staff College offers a space to UN Chiefs of learning, training and staff development to share their experiences and be exposed to new learning and training approaches through the **Learning Managers Forum**, which held its 11th edition in 2008.

The event was held from 4-6 June in Paris and attracted 49 participants and world-class speakers, such as **Dr. Jack Phillips**, chairman of the Return on Investment Institute (ROI), USA; **Ms. Claire Schooley**, Senior Analyst of Forrester Research, USA; **Ms. Sue Hollingsworth**, consultant and coach of Storymatters LTD, UK; **Ms. Paul Callan**, partner of Dalberg Global Development Advisors, Ireland and **Mr. Victor Müller**, trainer of the Müller Training and Advies, the Netherlands. They shared their experience on a wide range of topics, such as return on investment methodology, learning management technology, partnerships, knowledge sharing and change management. During the three-day event, participants had a unique occasion for inter-agency networking, and benefitted from top-level contributions on new training methodologies, e-learning and the importance of training in the UN system.

In addition UN top leaders shared their vision of how the learning management function is key for the success of the UN Reform. The Forum was honoured by the presence of **Dr. Kandeh K.**



**Yumkella**, Director General of the United Nations Industrial Development Organization (UNIDO), as Keynote Speaker.

Sharing knowledge and experience becomes essential when the United Nations as a whole, represented by its top managers, needs to identify strategies and directions to tackle the most urgent global challenges. In order to respond to this need, for the second consecutive year the College organized a special initiative: the **UN Torino Retreat**. Under the theme “**Building a stronger UN for a better world**”, the



UN Secretary-General brought together all 60 of his top managers. In the exclusive setting of the Turin Royal Palace, made available by Italian local authorities, top UN management spent two full days discussing and brainstorming on a number of pressing global issues on the UN agenda such as climate change, human rights, the global food crisis and the Millennium Development Goals (MDGs).

The Secretary-General also addressed a number of internal challenges and expressed his commitment to continue the reform process.



*The UN Torino Retreat (August 2008).*

This year’s Retreat also featured a unique event: for the first time outside of Headquarters, two new UN officials (**Ms Navanethem Pillay**, High Commissioner for Human Rights, and **Mr. Taksoe-Jensen**, Assistant Secretary-General for Legal Affairs) were sworn in.

As with the previous year, the Retreat was jointly organized by UNSSC in collaboration with the

United Nations Department of Management, United Nations Institute for Training and Research (UNITAR), with the generous support of the City of Torino, the Piemonte Region, the Compagnia di San Paolo and Cassa di Risparmio di Torino (CRT) foundations.

Following the UN Torino Retreat, the Staff College also organized in Turin the first **Retreat of the UN Economic Regional Commissions**. The event was held to increase mutual knowledge of key activities and programmes of each Economic Regional Commission, with particular emphasis on programmes that have the potential for replication and inter-regional cooperation. The main goal of the event was to develop a multi-year common work plan in order to enhance working together.

In addition to these events, the Staff College closely collaborated with UNITAR on the organization of the **“Enhancing UN Peace Operations - Retreat for Special Representatives of the Secretary-General”** held in Montreux, Switzerland in November 2008, with the participation of the UN Secretary-General.

On 6 May 2008, a Meeting for Permanent Representatives at the UN was held at the UN Secretariat in New York. The theme of the meeting was **“Challenges of collective learning for the UN: the role of the UN System Staff College”**.

The Meeting was opened by the UN Secretary-General, who presented UNSSC’s activities and main achievements to over 60 Permanent



*The newly appointed High Commissioner for Human Rights, Ms. Navy Pillay, after the swearing in ceremony with the Secretary-General in Turin.*

Representatives of Member States and a number of senior UN officials and partners. The session also included a special contribution from **Prof. Howard Gardner**, Hobbs Professor of Cognition and Education, Harvard Graduate School of Education, who discussed new methodologies related to training and learning for adults. Prof. Gardner stressed the major challenge that the UN is now facing: to embody respect and ethics and to inculcate these virtues in an interconnected and ever more complex world.



*Participants in the Challenges of collective learning for the UN: the role of the UN System Staff College (New York, May 2008) with the presence of the Secretary-General.*

Knowledge sharing and exchange of experience are fundamental to achieving the MDGs and in conflict prevention. They enable the different actors involved in these areas to take advantage of each other’s experience and maximize the results of their efforts.

In support of the UN reform process, in 2008 the College organized two ‘Delivering as One’ **consultation meetings for the Resident**

**Coordinators of the eight ‘One UN’ pilot countries** (Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania and Uruguay). The ‘Delivering as One’ approach is a result of the impact of the UN Reform and is aimed to enhance the coherence of the different UN organizations in the field. During the meetings, the Resident Coordinators shared lessons learned and challenges ahead in implementing the approach.

In the area of conflict prevention, a workshop on “Buenas Prácticas de Prevención de Conflictos en América Latina” (**Best Practices in Conflict Prevention in Latin America**) took place at the Casa de la Convalecencia in Barcelona from 3-7 November 2008. This first joint UNSSC- Generalitat de Catalunya initiative brought together high-level UN officials, including the United Nations Resident Coordinators in Bolivia and Nicaragua from UNDP, and important representatives from the Catalan Authorities, Barcelona universities, and the Catalan

Cooperation Agency and other renowned civil society organizations. Participants discussed and shared their experiences and lessons learned on conflict prevention activities implemented in Latin America.

Based on the results of the workshop discussion, the Staff College produced a publication entitled “Buenas Prácticas de Prevención de Conflictos en América Latina”.



Conflict Prevention: Analysis for Action (CPAA) project, Buenas Prácticas de Prevención de Conflictos, Barcelona, Spain, October 2008



Delivering as One Pilot Country Workshop, Akagera, Rwanda, May 2008.



## ON-LINE SERVICES

The Staff College promotes the use of modern technology to strengthen learning and knowledge management capabilities. By facilitating on-line knowledge sharing and communication, the Staff College responds to the need to creating networks among targeted groups. In order for them to easily inter-link and exchange experiences regardless of their duty station.

In 2008 an **on-line communities' platform** was created to foster collaboration in the areas of learning, training and staff development. On-line communities thus become a means to create and manage UN system-wide knowledge in all the areas of expertise related to the College's work and priorities.

One of the most active communities is the **Learning Community**, the main professional network in the field of learning, training and staff development in the UN system. It connects over 400 members across the UN system and UN-affiliated international organizations.

In December 2008 a new **UNeLearn community** was created to explore possibilities for greater synergies among UN system organizations in the field of e-learning.

In addition, the Staff College also plays an active role in disseminating best practices and sharing knowledge in the **Conflict Prevention Community of Practice**.

This community of practice facilitates interaction, support, coaching, mentoring, learning and sharing between UN Peace and Development Advisers and others in country-specific working or core groups of the UN Interagency Framework Team for Coordination on Preventive Action. This community is supported by an e-mail discussion network and an on-line workspace.



## E-LEARNING TOOLS

In 2008 the Staff College made significant improvements to the **“Welcome to the UN”** induction CD-ROM. This e-learning tool is an introduction to the UN system, touching upon the UN history and goals, highlighting the many commonalities among all UN system organizations and providing an overview of their roles and goals. In 2008, the content of the CD-ROM was translated into French and Spanish and was made available on-line for all UN staff. The platform was upgraded to enhance reporting and multi-language support capabilities, and to enable integration with agency-specific orientation materials for localized deployment.

In 2008, UNSSC also developed an **e-learning toolkit on UN Common Country Programming Processes**. The toolkit is an on-line resource that brings together all the country-level experiences and tools on programme and operations development and implementation, and serves as a knowledge management platform for UNCTs. The toolkit is available in English, French, Spanish and Portuguese.



## EMPOWERING UN LEADERS THROUGH LONG-LIFE LEARNING

Being an international civil servant in the United Nations of the 21st century requires skills and competencies that have to be continually cultivated to meet the challenges that the UN must confront. Beyond the technical capabilities in specific areas, new and future managers of the UN need leadership and coordination competencies that are essential to effectively serve in any assigned post. In order to respond to this need, the Staff College is working to provide UN staff at various career level with the necessary leadership skills required by an increasingly complex working environment.

In 2008 UNSSC 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 2008, provided a comprehensive overview of the UN system, its mandate, synergies, procedures, core values and competencies. During the workshops, the participants strengthened their skills in the areas of programme cycle management, and presentation and writing skills. The workshops also represent a unique opportunity to create a network among those who will be the future leaders in the UN system.

The number of participants in the workshop for Young Professional Officers almost doubled in 2008, from 49 in 2007 to 83 in 2008. The workshop included not only Italian-sponsored young professionals, but also those sponsored by France, Liechtenstein and the Netherlands, as well as professionals assigned to the European Union and the Regional Development Banks.

The work of the Staff College in this area also targets senior managers at country and regional levels. In 2008 UNSSC organized three **UN Country Teams Coordination and Leadership Skills Workshops** for Resident Coordinators (including those newly appointed) and other Agency Representatives. The workshops provided

participants with up-to-date skills on leadership and management and strengthened their knowledge of country-level UN Reform and Coordination. The trainers are comprised of UN senior leaders from across the world and international experts such as **John Adair**, internationally recognized leadership expert.

In 2008 the College designed a new leadership programme for the top management of the UN system, based on the lessons learned from a pilot experiment subcontracted in November 2007. A new proposal was submitted to the UN High-Level Committee on Management and was approved under the name of **UN Leaders Programme**. It benefitted from the insights of an advisory group of 10 UN Agency Representatives. With this new proposal, a thematic approach will be followed to address the concept of leadership. The programme will focus on global challenges that the UN faces and the roles and responsibilities of senior UN staff in addressing these challenges, regardless of their particular function and agency affiliation. The first cohort of the UN Leaders Programme is scheduled to be convened in May 2009.

# Young Professionals Orientation Programme

Turin, September/October 2008



## ENHANCING PROFESSIONAL SKILLS AND EXPERTISE OF UN STAFF

Staff training and continuous learning are key elements of a stronger and more effective United Nations. In fact, the UN's ability to make a difference depends not only on the commitment of its staff, but also on their level of preparation to face emerging needs and challenges. In light of this need for cutting-edge and up-to-date staff development programmes, the Staff College collaborated with relevant stakeholders to begin awarding system-wide recognized certification to UN staff members who participate in its courses. By doing so, it continued to solidify its position as a recognized UN centre of excellence for learning.

UNSSC is responding to the increasing demand for training for UN and associated personnel who are exposed to security risks in their operations in conflict-affected areas. The College is implementing, with UNDSS, the **Safe and Secure Approaches to Field Environments (SSAFE) programme**.

The training programme addresses core modules such as radio communications, personal security, mine awareness, travel, convoy and vehicle security, the UN security management system, local security update, cultural awareness, incidents management, stress management, security clearance procedures, hostage survival and basic first aid. The training material has been customized to meet country-specific security and safety needs for Afghanistan, Brazil, Colombia, Democratic Republic of Congo, Nepal, Philippines, Somalia, Sri Lanka and Sudan.

Delivery of training in the field is ensured through a pool of certified UN trainers who participate in the Training of Trainers (ToT) workshops. In 2008 two ToTs were held in Turin and one in the Philippines. The SSAFE-certified trainers in Africa, Asia, Europe, and Latin America and the Caribbean, monitored by the Staff College, trained 4,583 people in 2008. To support certified trainers, the Staff College also created an on-line platform with core modules material, country-specific modules and lessons learned. The significant increase in the number of participants trained is a result of the 'multiplier



*UN Safe and Secure Approaches in Field Environments (SSAFE), Manila Training of Trainers, Philippines, October 2008*

effect' of the ToT module adopted in the programme. The Staff College also conducted a monitoring and evaluation mission to assess the quality of the training conducted in Somalia.

The Staff College was also required by UNEG to provide training in **Evaluation and Impact Assessment (EIA)**. In 2008, in collaboration with key partners such as the Return on Investment Institute (ROI), the College initiated the design and delivery of staff development programmes on evaluation with future certification opportunities. Two EIA courses were run in 2008 with a total of 52 participants representing 16 UN system and three UN-affiliated organizations. The courses enabled participants to learn the fundamentals of the ROI methodology, including elements such as principles and standards, evaluation planning, data collection and analysis at various levels, and techniques to calculate the ROI.

In addition, the Staff College was required by the Office of the High Commissioner for Human Rights (OHCHR) to provide distance learning and ToT on Human Rights and Conflict Prevention to Kenyan human rights institutions. The **Actors for Change Programme** of the OHCHR builds the capacity of national human rights institutions in several areas, among them conflict analysis for prevention. Staff College contributed to this programme by responding to OHCHR's need for training expertise in distance learning and ToT. A ToT took place in Nairobi in February 2008.



## SUPPORTING THE COLLECTIVE EFFORT OF UN COUNTRY TEAMS

The UN Secretary-General introduced reforms in 1997 which were given further impetus at the Millennium Summit in 2000, where all 191 UN Member States pledged to work towards meeting the MDGs by 2015. These events have contributed to increased efforts by the UN, governments, non-state actors and donors to work within an integrated development cooperation framework that emphasizes human rights and social justice. The UN Reform aims to strengthen socio-economic progress by enhancing the operational effectiveness of UN programming at the national, regional and global levels.

The Staff College, through its learning and capacity-development activities, aims to engage UN staff and their development partners in the sharing of information on best practices and the selection of strategic priorities in supporting the UN's development work.

The College designs and helps implement learning and training events for UN staff and their development partners, particularly those involved in planning and implementing strategic responses to development problems at the country level during the programming cycle. This includes training on RBM and human rights-based approaches to strengthen the UN's strategic approach to programme delivery and sustainability. Special attention is given to planning tools such as the

United Nations Development Assistance Framework (UNDAF) in support of national efforts to achieve sustainable development within the context of both the Millennium Declaration and the MDGs.

In 2008, the College continued its efforts to develop the capacities of UNCTs to deliver more strategic and coordinated programmes in support of national priorities and through the UNDAFs. UNCTs have been supported from the beginning of their planning process with **UNDAF design workshops**; training on a **human rights-based approach** to programming and **RBM**, as well as **strategic planning support**.

Furthermore, there is a strong demand within the UN system to assist the UNCTs in integrating conflict-sensitive development into the UN planning and programming process. In this regard, the Staff College focuses on bringing the conflict lens to the different UN planning and programming processes through the **Conflict Prevention - Analysis for Action (CPAA) programme**. The CPAA programme focuses its activities on: offering standard skill-building workshops on conflict analysis for prevention; supporting the conflict prevention strategy development in countries; mainstreaming conflict prevention into UN planning and programming processes; and responding to ad hoc inter-agency requests leading to broader UN engagement.

# RESOURCES AND PARTNERSHIPS

The Staff College works in collaboration with a number of partners, inside and outside the UN system.

Within the system, the College benefits in particular from a solid partnership with the **UN Development Operations Coordination Office (DOCO)**. This ten-year partnership has grown through joint efforts and initiatives in support of UNCTs. Collaboration with the **UN Department for Safety and Security (UNDSS)** is another key element of the success of UNSSC training for staff safety and security.

In 2008 UNSSC strengthened its relationship with the **United Nations Evaluation Group (UNEG)** and the **UN Office of the Special Adviser on Gender Issues and the Advancement of Women (OSAGI)**, in the areas of evaluation and gender mainstreaming, respectively. Increased collaboration with the **United Nations Institute for Training and Research (UNITAR)** represents an added value in the fulfillment of UNSSC's mandate to be a key player in the service of UN Reform and is allowing both organizations to develop important training and learning synergies.

The College also counts on a number of governments that generously support its activities. Particular recognition is given to the generous support of UNSSC's **Host Country (Italy)**, through the **Ministry of Foreign Affairs' Directorate General for Development Cooperation** and the **Directorate General for Multilateral and Political Affairs**. UNSSC is also supported by the **Swedish International Development Cooperation Agency (SIDA)** and the **UK Department for International Development (DFID)**.

In March 2008 the Staff College signed an agreement with the **Catalan Government (Generalitat de Catalunya)** that focuses on the development and implementation of joint initiatives to reinforce knowledge management, organizational and training capacity in the fields of peace and security; economic and social development; learning and education; and leadership and management of the UN system and the Catalan administration.


In 2008, the College also initiated a collaboration with **Germany's Zentrum für Internationale Friedenseinsätze (ZIF) - Center for International Peace Operations** - for future joint initiatives funded by the Government of Germany, in the areas of peace keeping, peace building and sustainable development.

UNSSC is supported by **Regione Piemonte**, and the **City of Torino**, where the College is based. Regione Piemonte significantly contributes to the implementation of the SSAFE programme, thus meeting the need of the UN system to enhance the security of its staff working in dangerous areas. The City of Torino took charge of the costs for renovating the UNSSC premises, and with great organizational effort that allowed the College to continue its daily activities while the work was being undertaken. Financial support and in-kind contributions also come to the College from two Turin-based Foundations, **Fondazione Cassa di Risparmio di Torino** and **Compagnia di San Paolo**.

In particular, through the support of Compagnia di San Paolo the Staff College was able to launch new activities which have a broad impact on the effectiveness and efficiency of the UN operation, such as the workshops for UN Country Teams on Leadership and Coordination.



## The UN Campus in Torino



The Staff College is located in Southern area of Torino where there is the only UN Campus in the world with training and residential facilities. The Campus consists of 21 low-rise buildings set on 10 hectares of riverside parkland.

On this compact, functional campus, people from all over the globe live and learn together in a stimulating international environment. On the occasion of UN Day 2008 (24 October), the Staff College, in partnership with the other UN organizations based on the Campus (the United Nations Interregional Crime and Justice Research Institute (UNICRI) and the International Training Centre of the International Labour Organization (ITC/ILO)) and with the support of local authorities, organized and invited the people of Torino to an “open-day” event. The “open day” was an occasion to give visibility to the UN presence in Torino, by allowing residents to discover the daily work of its organizations. More than 2,000 people participated in the event.





*UN Campus  
"Open Day"  
(Turin, October 2008).*



# ANNEXES

## ANNEX 1: 2008 ACTIVITIES

MONTH	ACTIVITY TITLE	COUNTRY	PARTICIPANTS
<b>JANUARY – DECEMBER 2008</b>			
	Secure and Safe Approaches to Field Environments (SSAFE) courses run by certified SSAFE Trainers	Afghanistan, Brazil, Colombia, China, Haiti, Nepal, Peru, Somalia, Sudan, Switzerland	4583
MONTH	ACTIVITY TITLE	COUNTRY	PARTICIPANTS
<b>JANUARY</b>			
	Strategic Planning Retreat Preparation Meeting	HAITI	28
	Training of Trainers on the Action 2 Common Learning Package on Human Rights Based Approach	ITALY	40
	OHCHR Training on Human Rights Based Approach	ITALY	39
	Training of Trainers on CCA/UNDAF Process	ITALY	39
	Communications Skills For Junior Diplomats	ITALY	28
<b>FEBRUARY</b>			
	Human Rights Based Approach Orientation Workshop	MAURITANIA	39
	UNFPA Partnering Skills Workshop	SOUTH AFRICA	21
	UN Evaluation Group Rwanda	RWANDA	38
	UN Country Team Strategic Planning Retreat	TIMOR EST	122
	UN Country Team Iraq Annual Retreat	JORDAN	41
	Actors For Change - Training Of Trainers For The Kenya National Commission On Human Rights	KENYA	17
	One UN Albania Country Team Retreat	ALBANIA	22
	UN Country Team Strategic Planning Retreat	COTE D'IVOIRE	85
	Design Meeting Chief Executive Board Cluster Trade And Productive Capacities Pilot Training For RCS	SWITZERLAND	4
<b>MARCH</b>			
	UN Evaluation Group Panama	PANAMA	35
	UN Country Team Coordination & Leadership Skills	ITALY	15
	UN Country Team Strategic Planning Retreat	HAITI	62
	WHO Partnering Workshop	SRI LANKA	26
	Workshop on Capacity Building For The Management in the Context of UN Reform for Senior ILO officials	ITALY	24
	Devinfo Training Workshop	ITALY	22



## ANNEX 1: 2008 ACTIVITIES

MONTH	ACTIVITY TITLE	COUNTRY	PARTICIPANTS
<b>APRIL</b>			
	UNEP Mercury Partnership Meeting	SWITZERLAND	77
	UN Evaluation Group Mali	MALI	68
	UNDAF Design Workshop	GUATEMALA	58
	UN Safe And Secure Approaches in Field Environments (SSAFE) Training Programme	ITALY	27
	UN Country Team Strategic Planning Retreat	BOTSWANA	47
	UNDAF Design Workshop	BOSNIA AND HERZEGOVINA	25
	OCHA Leadership Design Workshop	SWITZERLAND	12
<b>MAY</b>			
	UNDAF Design Workshop	TAJIKISTAN	77
	UNEP Regional Workshop on Human Rights Based Approach/Results Based Management	THAILAND	30
	Advanced Partnering Skills	SOUTH AFRICA	27
	Geneva Trade Design Mission	SWITZERLAND	8
	UNDAF Design Workshop	PHILIPPINES	54
	UNDAF Design Workshop	KAZAKHSTAN	23
	Microinsurance Innovation Facility, International Labour Organization (ILO)	SWITZERLAND	7
	Making Trade Works for the MDGs	ITALY	20
	UNEP Environmental Sustainability and UN Country Programming	KENYA	33
	Coordination Officers Workshop	UNITED STATES OF AMERICA	43
	Enhancing Communication Skills and Media Relations for Diplomacy	ITALY	15
	CTBTO Workshop	ITALY	19
	UNDAF Design Workshop	IRAN	78
<b>JUNE</b>			
	UNDAF Design Workshop	SERBIA	53
	Learning Managers Forum	FRANCE	49
	UN Country Team Coordination and Leadership Skills	ITALY	32
	UNEP Environmental Sustainability and UN Country Programming	PANAMA	24
	Regional Coordination Officers Workshop	SOUTH AFRICA	19
	Partnering Skills for Strategic Engagement	SENEGAL	33

## ANNEX 1: 2008 ACTIVITIES

MONTH	ACTIVITY TITLE	COUNTRY	PARTICIPANTS
<b>JUNE</b>			
	UNDAF Design Workshop	TURKMENISTAN	80
	Evaluation on Impact Assessment of Learning and Training	UNITED STATES OF AMERICA	24
	Human Rights Based Approach/Results Based Management Workshop	ITALY	43
	Partnering Skills for Strategic Engagement	ITALY	18
	Delivering as One: UN Pilot Resident Coordinators Consultations	UNITED STATES OF AMERICA	9
	UNDAF Design Workshop	AFGHANISTAN	30
	UNDAF Design Workshop	UZBEKISTAN	108
<b>JULY</b>			
	Human Rights Based Approach Workshop	AFGHANISTAN	26
	UN Country Team Strategic Planning Retreat	KAZAKHSTAN	44
<b>AUGUST</b>			
	Secretary-General's UN Torino Retreat	ITALY	61
	UN Regional Commissions Retreat	ITALY	28
<b>SEPTEMBER</b>			
	UNRCCA Conflict Prevention: Analysis For Action	TURKMENISTAN	31
	UNDAF Design Workshop	MACEDONIA	49
	UN Country Team Strategic Planning Retreat	ARMENIA	119
	UN Evaluation Group Bangkok	THAILAND	47
	UNEP Environmental Sustainability and UN Country Programming	SWITZERLAND	33
	WACA Coordination Officers Workshop	SENEGAL	35
	Young Professionals Orientation Programme	ITALY	83
	UN Country Team Strategic Planning Retreat	TAJIKISTAN	73
	Devinfo Training Workshop	ITALY	36

MONTH	ACTIVITY TITLE	COUNTRY	PARTICIPANTS
<b>OCTOBER</b>			
	Third Interagency Workshop on Implementing a Human Rights-Based Approach,	UNITED STATES OF AMERICA	43
	UN Evaluation Group Geneva	SWITZERLAND	37
	UN Country Team Strategic Planning Retreat	BOSNIA AND HERZEGOVINA	65
	Evaluation on Impact Assessment of Learning and Training Turin	ITALY	29
	UN SSAFE Asia Regional Training-of-Trainers	PHILIPPINES	28
	UNDAF Design Workshop	AFGHANISTAN	22
	Change Management Workshop	ITALY	45
	UN Country Team Strategic Planning Retreat	BURUNDI	63
<b>NOVEMBER</b>			
	Buenas Prácticas De Prevención De Conflictos En America Latina	SPAIN	25
	UN Country Team Coordination and Leadership Skills	ITALY	35
	Working Group on Resident Coordinators Systems Issues Meeting	ITALY	28
	UN Safe and Secure Approaches in Field Environments (SSAFE) Training Programme	ITALY	26
	Designated Official Training Consultative Group Meeting	ITALY	12
	UN Country Team Strategic Planning Retreat	MACEDONIA	43
	Delivering as One Meeting	UNITED STATES OF AMERICA	8
	Change Management Initiative	LESOTHO	16
<b>DECEMBER</b>			
	Quality Support and Assurance Training	ITALY	46
	UN Country Team Strategic Planning Retreat	UGANDA	135
	UN Fellows: Tools for Development Cooperation	ITALY	38
	Enhancing Communication Skills and Media Relations for Diplomacy	ITALY	23
<b>TOTAL NUMBER OF PARTICIPANTS</b>			<b>8,032</b>



## ANNEX 2: FINANCIAL REPORT 2008

Table 1

United Nations System Staff College - Summary of expenditure by object class for 2006, 2007 and 2008  
(with comparative data for 2009 Approved Budget)  
(expressed in US dollars)

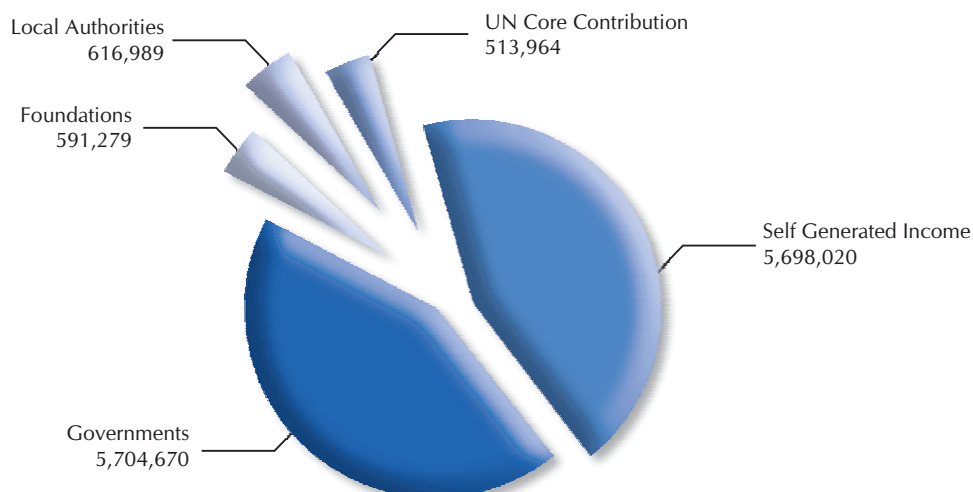
Object Class	2006 - 2007 Biennium Expenditure	2008 Expenditure	2009 Approved Budget	2008-2009 Biennium Expenditure*
Salaries and other personnel costs	\$ 8,454,203	\$ 5,182,359	\$ 7,448,610	\$ 12,630,969
Travel	\$ 1,582,716	\$ 1,740,001	\$ 2,065,420	\$ 3,805,421
Contractual services	\$ 1,542,274	\$ 259,610	\$ 842,000	\$ 1,101,610
Operating expenses	\$ 1,647,132	\$ 1,071,960	\$ 1,479,770	\$ 2,551,730
Acquisitions	\$ 213,975	\$ 118,644	\$ 315,400	\$ 434,044
<b>Total expenditure</b>	<b>\$ 13,440,299</b>	<b>\$ 8,372,573</b>	<b>\$ 12,151,200</b>	<b>\$ 20,523,773</b>

**Note:**

1) 2006-2007 expenditure is based on the UNOG statement of income and expenditure for the biennium 2006-2007 ending 31 December 2007

2) 2008 expenditure is based on the UNOG statement of income and expenditure for the biennium 2008-2009 ending 31 December 2008

\*Estimated

**Contributions in 2008 (in US Dollars)**

**Table 2**

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

Agency	Contribution for 2008-2009	Collection	Contribution receivable as at 31 December 2008
FAO	\$ 73,868	\$ 36,934	\$ 36,934
IAEA	\$ 41,579	\$ 20,789	\$ 20,789
ICAO	\$ 16,915	\$ 8,458	\$ 8,458
IFAD	\$ 7,099	\$ 3,549	\$ 3,549
ILO	\$ 50,260	\$ 25,130	\$ 25,130
IMO	\$ 6,186	\$ 3,093	\$ 3,093
ITU	\$ 16,266	\$ 8,133	\$ 8,133
UNDP	\$ 73,260	\$ 36,630	\$ 36,630
UNESCO	\$ 49,996	\$ 24,998	\$ 24,998
UNFPA	\$ 15,699	\$ 7,849	\$ 7,849
UNHCR	\$ 71,374	\$ 35,687	\$ 35,687
UNICEF	\$ 96,280	\$ 48,140	\$ 48,140
UNIDO	\$ 14,806	\$ 7,403	\$ 7,403
United Nations	\$ 300,848	\$ 150,424	\$ 150,424
UNOPS	\$ 14,137	\$ 7,068	\$ 7,068
UNRWA	\$ 4,259	\$ 2,130	\$ 2,130
UPU	\$ 3,428	\$ 1,714	\$ 1,714
WFP	\$ 27,929	\$ -	\$ 27,929
WHO	\$ 95,144	\$ 47,572	\$ 47,572
WIPO	\$ 15,151	\$ 7,575	\$ 7,575
WMO	\$ 5,517	\$ 2,758	\$ 2,758
<b>Total</b>	<b>\$ 1,000,000</b>	<b>\$ 486,036</b>	<b>\$ 513,964</b>

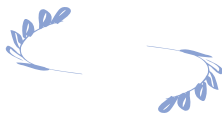
**Table 3**

United Nations System Staff College

Statement of assets, liabilities, and reserves and fund balances as of 31 December 2008

(expressed in US dollars)

<b>ASSETS</b>	
Cash and term deposits	\$ 543,491
OAH Cash Pool	\$ 16,856,908
UN Agencies contributions receivables	\$ 484,221
Deferred Expenditures	\$ 38,033
<b>TOTAL ASSETS</b>	<b>\$ 17,922,654</b>
<b>LIABILITIES</b>	
Interfund balances payable	\$ 83,002
Deferred Payable	\$ 340,461
Unliquidated obligations	\$ 898,125
<b>TOTAL LIABILITIES</b>	<b>\$ 1,321,588</b>
<b>RESERVES AND FUND BALANCES</b>	
Operating reserves	\$ 1,250,236
Prior period savings	\$ 174,767
Cumulative surplus (deficit)	\$ 15,176,063
<b>TOTAL RESERVES AND FUND BALANCES</b>	<b>\$ 16,601,066</b>
<b>TOTAL LIABILITIES RESERVES AND FUND BALANCES</b>	<b>\$ 17,922,654</b>





**UNITED NATIONS  
SYSTEM STAFF COLLEGE**

Viale Maestri del Lavoro, 10 • 10127 Turin, Italy

Tel: +39 011 65 35 911 • Fax: +39 011 65 35 902 • [info@unssc.org](mailto:info@unssc.org) • [www.unssc.org](http://www.unssc.org)