

ANNUAL REPORT 07



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UNITED NATIONS
SYSTEM STAFF COLLEGE



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

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GLOSSARY OF ACRONYMS

A&M	Administration and Management
CBI	Consensus Building Institute
CEB	United Nations Chief Executives Board
CEE/CIS	Central and Eastern Europe and the Commonwealth of Independent States
DGO	United Nations Development Group Office
eCoPs	e-Communities of Practice
EIA	Evaluation and Impact Assessment of Training and Learning
GLN	Geneva Learning Network
HACT	Harmonized Approach to Cash Transfers
HRBA	Human Rights-based Approach
IBLF	International Business Leaders Forum
ICT	Information and Communication Technology
JPO	Junior Professional Officer
ITC/ILO	International Training Centre of the International Labour Organisation
LTS	Learning and Training Services
M&E	Monitoring and Evaluation
OCHA	Office for the Coordination of Humanitarian Affairs
OIOS	United Nations Office of Internal Oversight Services
OLF	Organizational and Learning Framework
RBM	Results-based Management
RCS	Resident Coordinator Learning Support
SIOI	Società Italiana per l'Organizzazione Internazionale
SRSG	Special Representatives of the Secretary-General
SSAFE	Safe and Secure Approaches in Field Environments
UNDAF	United Nations Development Assistance Framework
UN/DESA	United Nations Department of Economic and Social Affairs
UNDSS	United Nations Department of Safety and Security
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICRI	United Nations Interregional Crime and Justice Research Institute
UNITAR	United Nations Institute for Training and Research
UNSSC	United Nations System Staff College

FOREWORD

The present report reflects how the United Nations System Staff College mandate was translated into significant learning and training programmes and initiatives during 2007.

When the Secretary-General, in consultation with our Board of Governors, asked me to serve as Staff College Director in addition to my responsibilities as Executive Director of the United Nations Institute for Training and Research (UNITAR), I inherited from my predecessor, Mr. Staffan de Mistura, an organization that was reaching record qualitative and quantitative targets.

In 2007, after only five years of operation as an independent organization, the Staff College ran almost 100 activities and trained more than 4,000 participants world-wide, with almost half of them women. It is still a young organization when compared with other institutions within the United Nations system. The potential is still mostly unmatched. While the success of new activities that were started in 2007 and that will be implemented again in the future is a source of pride, we are conscious we can do more.

The highlight of 2007 was the "UN Torino Retreat", a three-day event jointly organized with UNITAR and the United Nations Department of Management, for the Secretary-General and his 50 most senior colleagues to discuss United Nations priorities and experiences and to cement team spirit. As the Secretary-General put it, "the College is a knowledge house" that provides the groundwork to create a common culture through training and continuous learning.

We have the ambition to become a learning "Centre of Excellence" for the United Nations cadre. At the same time, we are confronted by increasingly complex problems which, in today's international agenda, call for innovative knowledge sharing and the acquisition of key competencies and skills for a more cohesive international civil service.

A special word of thanks goes to the Staff College staff for its dedicated work; to the College's Board of Governors, ably chaired by our Deputy Secretary-General Asha-Rose Migiro, for its guidance; and to Member States and the many organizations and their staff that have worked with or supported the College.

It is my hope that you find this 2007 annual report of interesting reading, and that it will provide key information to understand and appreciate our work.

Torino, April 2008

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

INTRODUCTION

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

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

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

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

The College concentrates its activities on four main programmatic pillars:

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

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

UNSSC receives its funding from four main sources:

- a core contribution from United Nations Programmes, Funds and Agencies;
- voluntary contributions (earmarked and not earmarked) from governments, foundations, United Nations organizations and other entities;
- fees for training and other services from organizations whose staff participate in learning;
- in-kind contributions from various sources (e.g. United Nations organizations, foundations).

The purpose of the Annual Report 2007 is not only to reflect the work accomplished and the activities implemented by the Staff College during the year; it is also to promote a more forward-looking perspective that highlights outputs and - to the extent possible - outcomes of activities undertaken.¹ With this perspective, the broader idea of the daily work of the Staff College can be understood, as well as its linkages with the Staff College's key goals:

- Fostering an effective learning and common management culture across the United Nations system; and
- Strengthening inter-agency collaboration in relation to activities that cut across lines of organizational responsibility.



ACTIVITIES WITHIN HEAD OFFICE

The goal of the Head Office is to increase the visibility and prestige of the Staff College as a recognized and esteemed training and learning organization inside and outside the United Nations system.

- **Outcomes:** The Staff College will work to make its mandate known within the United Nations and its partner organizations so that its services are fully used by the system; the Staff College will also work to broaden its range of partners and donors, thus contributing to its sustainability.
- **Outputs:** The Staff College will build alliances and create programme activities that facilitate its ability to perform its functions.

In 2007, The Staff College was directly engaged in a series of initiatives involving top-level United Nations representatives. In addition, the Staff College increased its resource mobilization efforts.

At the end of August 2007, the Staff College organized and ran, in partnership with UNITAR and the United Nations Department of Management, the first "UN Torino Retreat". This high-level event drew together for the first time the newly appointed United Nations Secretary-General and his closest team of collaborators to discuss United Nations priorities and emerging issues of the day. The Retreat was an unprecedented event for the United Nations, gathering all Under-Secretary-Generals and Assistant-Secretary-Generals away from New York and providing an opportunity for interaction amongst them and with the Secretary-General in an informal atmosphere. In addition to about 60 participants, the Retreat attracted a number of high-level keynote speakers, including the President of Liberia, H.E. Ellen Johnson Sirleaf.

The Staff College gained in visibility and prestige by preparing and hosting such an event and is planning to make it an annual appointment. In 2008, the Retreat will take place at the end of August.

In 2007, the Staff College was directly engaged in a series of other initiatives involving top-level United Nations representatives. In particular, on the occasion of UN Day 2007 (24 October), UNSSC welcomed United Nations Deputy Secretary-General Asha Rose Migiro to Turin from 22 to 24 October. The visit was organized by the Staff College and also involved other Turin-based United Nations organizations (ITC/ILO and UNICRI) and local authorities (Città and Provincia di Torino and Regione Piemonte).

¹ Outcome: the likely or achieved short-term and medium-term effects of an intervention's outputs. Outputs: changes resulting from an intervention which are relevant to the achievement of outcomes (based on OECD/DAC Glossary of Key Terms in Evaluation and Results-Based Management)

For UN Day, the Staff College organized other events, in partnership with ITC/ILO and UNICRI, local authorities, civil society and academia and the residents of Turin:

■ **Opening of the United Nations Campus to the residents of Turin.**

This was an important occasion to give more visibility to the United Nations presence in Turin, by allowing residents to visit the campus and observe the daily work of the organizations based at the United Nations Campus. More than 2,000 people participated in this event.

■ **Opening of the United Nations academic year 2007/2008.** In the presence of the Deputy Secretary-General, and together with ITC/ILO and UNICRI, UNSSC presented its activities for the academic year 2007/2008; representatives from the Italian Ministry of Foreign Affairs and Turin University were also present.

■ **Concert by the Orchestra Sinfonica Nazionale della RAI**, with the presence of the UN Deputy Secretary-General.

The above initiatives were promoted by the Segretariato Sociale RAI, Città di Torino, Provincia di Torino, Regione Piemonte, Società Italiana per l'Organizzazione Internazionale (SIOI), Centro UNESCO, Comitato UNICEF e UNIFEM di Torino, Orchestra Sinfonica Nazionale della RAI and Gruppo Trasporti Torinesi.

With respect to resource mobilization, the Staff College increased its efforts in 2007, resulting in contributions from Regione Piemonte, the Generalitat of Catalunya, and the Government of the Netherlands. The latter two are new College donors. In addition, in December 2007 a State law was approved by the Italian Parliament, with a bi-partisan vote, for continued institutional support to the Staff College for 2008 and 2009.

Finally, the support from traditional donors continued, as demonstrated by: the contributions from the Governments of Denmark, Germany, Norway, Sweden, and the United Kingdom; the Turin-based Foundations Compagnia di San Paolo and Fondazione CRT; the in-kind contribution from the City of Turin; and the constant support from the Development Cooperation Department of the Italian Ministry of Foreign Affairs.

ACTIVITIES WITH THE PROGRAMMATIC PILLARS

How the UNSSC is Making a Difference

Many United Nations organizations are increasingly adopting results-based management (RBM) frameworks to respond to requests by Member States and other key stakeholders for improved performance management and accountability. In 2006, UNSSC adopted its first RBM framework as contained in the "Strategy, Business Plan and Programme Activities 2006-2009". The RBM approach implies a shift from "input-output" management to an increased focus on management of activities that generate outcomes and impacts. For the College, the RBM paradigm requires stronger attention to the effectiveness of our activities for our beneficiaries.

In this context, a task force was set up to gather information on the effectiveness of UNSSC's learning activities in 2007. The task force designed a questionnaire based on one of the most solid and recognized evaluation models - the Kirkpatrick's four-level model of evaluation for training and learning - and the questions were developed using internal expertise and state-of-the art literature. The purpose of the questionnaire was to gather data to:

- provide the UNSSC with an indication of the effectiveness of its learning events and training in 2007, from the participant's point of view; and
- identify future areas that need further attention and support.

The questionnaire was sent to all participants in training events managed by the College from January to October 2007; there were 308 complete responses, which are summarized below.

■ A total of **81 percent of respondents reported that they had changed the way they work as a result of participating in UNSSC's learning event(s).**

This finding is further supported by the fact that 75 percent reported to have used UNSSC's materials afterwards. This is an important indicator: use of the contents does not end with the completion of the event but continues into the participants' workplace.

■ A total of **85 percent of respondents perceived that the organizational setting in which they work benefited from their participation in UNSSC's events.**

This finding is certainly encouraging: not only were there positive impacts at the individual level but it appears that these benefits also had a multiplier effect.

■ In addition, as a proxy indicator for overall impact, **97 percent of respondents would recommend that other colleagues participate in UNSSC learning events.**

The respondents clearly indicated that UNSSC had made a positive contribution towards their individual behavioural change, which in turn resulted in positive impacts in their work environment. The positive feedback and the valuable lessons learned from this "first" outcome evaluation exercise encourages the UNSSC to further strengthen its monitoring and evaluation (M&E) function, a key component of its RBM strategy. Investing in designing and managing effective learning interventions is the best guarantee for both the success of the Staff College and that of the United Nations organizations that we serve for the fulfillment of the common United Nations reform agenda.

Leadership and Management

The goal of the Leadership and Management Programme is to contribute to a more cohesive managerial and leadership culture amongst staff, particularly at senior levels, in all United Nations funds, programmes and agencies.

- **Outcomes:** The Programme will strengthen managerial and leadership capacity across the United Nations system, building a common corporate culture.
- **Outputs:** Increasing numbers of staff at the strategic management and leadership levels in all United Nations agencies will be members of the Senior Management network; all agencies will have access to guidance and materials on management and leadership development in order to enhance their ability to effectively deliver management development programmes.

Having an impact on the leadership and managerial culture in such a diverse and complex group of organizations is a major challenge and can be incremental at best. A direct approach (training of leaders and managers) must be matched with an indirect approach (influencing learning managers as well as providing guidance, tools and resources for more effective leadership and management development).

2007 was the first full year that the Staff College had a dedicated programme for leadership and management development. Therefore, both approaches were used in a modest, and indeed experimental, manner.

In 2007, UNSSC worked together with a consortium of eight management and business schools under the lead of the Rotterdam School of Management to design, develop and deliver a Leadership Development Programme for senior leaders across all United Nations organizations. The pilot programme took place in the Netherlands in November 2007, with 47 participants. The programme focused on collaborative leadership across agencies, particularly leadership styles, networking theory, leading change and managing diversity. Team coaching was also an important feature. The programme had valuable lessons to offer for the shaping of this type of training. Participants were very vocal about what they would prefer in future leadership training, allowing the College to propose a new Leadership Series.

A "Compendium on Good Practices in Leadership and Management Development" for United Nations and other intergovernmental organizations was developed. In order to capture the variety of good practices from a range of sources, a wiki (a website in which those invited may contribute to the writing process) was developed. UNSSC provided the technology infrastructure and the content structure for collaborative development of the contents. (The Compendium can be found at: www.uncompendium.org.)

UNSSC entered into an agreement with the Wharton School, University of Pennsylvania to develop case studies for use in the leadership and management development activities of United Nations organizations.

The UNSSC Coordinator of Leadership and Management Programmes is based in Geneva and is hosted in the Secretariat of the United Nations Chief Executives Board (CEB). This not only provides for an excellent liaison between the Staff College and the entities of the CEB (particularly the Human Resources Network and the High Level Committee on Management) but also allows the Staff College to provide advisory, training and facilitation services to Geneva-based United Nations organizations. Interventions include activities related to the United Nations Organizational Learning Framework (OLF), strategic planning and team development. In 2007 activities included the OLF with the ILO, team development and strategic planning with Office for the Coordination of Humanitarian Affairs (OCHA) and team development with the United Nations Office of Geneva.

Peace and Security

The goal of the Peace and Security Programme is to build capacity within the United Nations and its partners to promote international peace and security and transform the new vision of collective security for the 21st century into reality.

- **Outcomes:** In partnership with various United Nations agencies, funds, programmes and departments, the Programme will provide United Nations Staff and partners with the tools to apply conflict analysis as an integrated part of their strategic planning and programming process, and will facilitate the development of conflict-sensitive programming for implementation, monitoring and evaluation of programmes.
- In addition, in partnership with the United Nations Department of Safety and Security (UNDSS), the Programme will provide the best possible country-specific security and safety training to enable the United Nations to deliver its various mandates, while ensuring the system's duty of care responsibility for the security and safety of its personnel as a high priority.
- **Outputs:** United Nations strategic planning process in selected countries (Ecuador in 2007) includes conflict-sensitive approaches in programming reflected in the United Nations Development Assistance Framework (UNDAF).
- In addition, national human rights Institutions implement action plans on conflict prevention in selected African countries resulting from a distance learning programme in collaboration with the Office for Human Rights.
- In addition, United Nations staff and associated personnel working in Afghanistan, Colombia, Haiti, Somalia and Sudan are able to deliver their mandates in hazardous security environments as a result of undergoing a three day Safe and Secure Approaches in Field Environments (SSAFE) training.

In 2007, a strategic review meeting was held to revisit the methodology and content used in conducting conflict analysis training. A total of 21 people participated in the meeting. Participants were selected from the active trainers base used by the programme to deliver the conflict prevention training as well as from selected think tanks and donors. The outcome was a strategic reorientation of the previous Early Warning & Preventive Measures project, focusing more on incorporating conflict prevention into ongoing programming processes rather than treating it as pure skills development.

A joint conflict analysis was facilitated with the United Nations Country Team in Ecuador to identify priority areas for conflict-sensitive programming prior to the UNDAF process and include conflict "lenses" into the existing working groups. A total of 40 people participated from the United Nations Country Team in Ecuador. The outcome included a common understanding of key issues to be addressed in the UNDAF process in order to ensure conflict prevention is incorporated in the working groups and UNDAF.

The 18-week distance learning project, developed in collaboration with the Office for Human Rights which focuses on building conflict analysis skills among national human rights institutions, included a workshop in which 27 participants from African national human rights institutions participated. The outcome were action plans for their institutions that apply the skills and reinforce the role of national institution in conflict prevention.

SSAFE missions were conducted Afghanistan, Colombia, Haiti, Somalia and Sudan to customize training packages to local security concerns and assist with setting up the in-country implementation of the three-day training package. In 2007, 222 participants were trained in Sudan and approximately 50 in Afghanistan underwent the SSAFE training. Two training of trainers for running SSAFE were also conducted, providing adult learning techniques, practical applications and content knowledge to 24 staff responsible for implementation in their countries.

The Peace & Security programme provided logistical and administrative support to five events conducted on campus by UNDSS.

For the first time, UNSSC collaborated with UNITAR in the organization of the Special Representatives of the Secretary-General (SRSG) Annual Retreat. Twenty-nine Special and Personal Representatives and Envoys of the Secretary-General met with senior United Nations officials for two and a half days of intensive dialogue in an effort to enhance the effectiveness of United Nations peace missions through experience and knowledge-sharing. This collaboration will continue in 2008 and beyond.

Development Cooperation

The goal of the Development Cooperation Programme is to assist the United Nations system at the country level to play a more strategic role in support of the Millennium Declaration, the Millennium Development Goals and other goals set by United Nations conferences.

- **Outcomes:** The Programme will assist United Nations Resident Coordinators and Country Team members to plan and deliver more strategic and coordinated country programmes in support of national priorities.
- **Outputs:** United Nations Country Teams are well equipped with the most updated planning and programming tools for the Common Country Programming Process, and United Nations staff are equipped with key knowledge and skills for better coordination in the field. In addition, learning tools are developed for cross-cutting themes (e.g. human rights-based approaches, disaster risk reduction, gender mainstreaming, results-based management, team building).

The Resident Coordinator Learning Support (RCS) designs and delivers learning and training services for the United Nations Country Teams and their development partners, specifically those involved in planning and implementing strategic responses to national development challenges. The programme uses participatory learning approaches based on adult learning theory and focuses on maximizing the cost-effectiveness of its interventions by creating training and learning capacity directly within the United Nations system so as to limit the use of external consultants.

The programme blends its face-to-face learning support with a variety of distance learning tools and a depository of learning materials related to implementing United Nations reform at the country level (see: www.unssco.org/teamrcs).

RCS works in partnership with the UN Development Group Office (DGO) through a jointly developed annual work plan. It also operates in partnerships with other organizations, including the International Business Leaders Forum (IBLF) and the Consensus Building Institute (CBI).

In 2007, RCS supported the implementation of 73 learning events involving 3,301 participants, including United Nations staff from 74 different agencies and government partners, as well as representatives of the donor community and civil society organizations. It also provided learning services to the United Nations Country Teams that started their new programme cycle through the UNDAFs (Angola, Benin, Congo Brazzaville, East Timor, Ecuador, Haiti, Ivory Coast, Kenya, Kosovo, Lebanon, Mauritania, Niger, Nigeria, Somalia and Sudan).

During 2007 the United Nations reform process at the country level made significant strides, especially with the start-up of the 'Delivering as One UN' model in eight pilot countries, in support of national development priorities. RCS contributed to the Delivering as One initiative by supporting the eight pilot countries, including through facilitating brainstorming sessions with the eight Resident Coordinators and organizing country retreats for the preparation of the One Programme.

Summary of Development Cooperation Activities in 2007

Priority Area	Activity	Location
1) Enhanced quality of UN country level common programming processes	• Facilitation of the Joint Retreat of the UNDG Programme and Management Groups	New York, USA
	• Design and delivery of the first "training of trainers" on the Human Rights-based Approach (HRBA) to UN programming, under the umbrella of the Action 2 Global Programme	Turin, Italy
	• Organization and facilitation of the "One UN" retreat	Cape Verde and Rwanda
	• 13 design workshops for UNDAF preparation	Angola, Benin, Congo Brazzaville, East Timor, Ecuador, Haiti, Ivory Coast, Kenya, Mauritania, Niger, Nigeria and Sudan (in Khartoum and Juba)
	• 13 HRBA and RBM orientation workshops for UN staff	Angola, Benin, East Timor, Ecuador, Guyana, Haiti, Kenya, Niger, Nigeria, Sudan (in Juba and Khartoum)
	• Organization of 13 UNDAF strategic planning retreats	Angola, Benin, Congo Brazzaville, Jordan (for the Iraqi UNCT), Kosovo, Madagascar, Nepal, Niger, Kenya, Lebanon, Nigeria, Somalia and Sudan (in Khartoum and Juba)
	• Facilitation of a consultation meeting of the 8 RCs for the "One UN" pilot countries	Geneva, Switzerland
2) A stronger Resident Coordinator System	• Training of UNV HQ staff in UN Common Country Programming Process	Bonn, Germany
	• 1 UNCT Coordination and Leadership Skills Workshop, targeting new RCs and Agency representatives	Turin, Italy
	• More than 400 UN staff served with Belbin Team Role individual profiles	Bhutan, Djibouti, Georgia, Laos and Malawi
3) Improved learning and training capacity within the UN system and of key partners	• Testing of the Team Effectiveness survey for the UN Country Teams	New York, USA
	• Facilitation of the Global Induction Workshop for Coordination Officers	
	• Organization of 1 training workshop and 1 training of trainers on the Harmonized Approach to Cash Transfers (HACT)	Turin, Italy and South Africa
	• 4 regional training workshops for UN staff and national partners on HRBA and RBM	Bangkok, Nairobi, Tunis and Turin
	• 9 regional training workshops on Partnering Skills for Strategic Engagement	Bangkok, Nairobi, Turin, Panama City and Adama (Ethiopia)
	• 5 regional training workshops on Strategic Thinking, Negotiation and Consensus Building	Bangkok, Nairobi, Turin and Panama City
	• 1 training of trainers for UN staff on Partnering Skills for Strategic Engagement	Turin, Italy
	• Organization of 1 DevInfo Workshop	Turin, Italy
	• Organization of 1 Global Compact Implementation Workshop	Turin, Italy
	• One Strategic Partnering Workshop for the Regional Directors' Team, Eastern and Southern Africa	Johannesburg

The learning outcome survey conducted at the beginning of 2008 by UNSSC suggests that 80 percent of the participants in an RCS event consider that they have changed the way they approach their work and manage their duties. A total of 85 percent of the respondents confirmed that their organizations did benefit from their participation in RCS-supported training. At the same time, the same percentage of respondents reported that they would need additional training in order to further develop their skills. In response, at the end of 2007 UNSSC, the DGO and CBI conducted an internal stock-taking exercise of the main lessons learned from the support provided to United Nations Country Teams, with the aim of continually reviewing and upgrading the quality of learning services provided to them.

From RCS respondents to the UNSSC Outcome Survey...

- I have been able to use the knowledge acquired to sharpen my skills in the area of defining outcomes and results and in looking at underlying causes in a logical way as a means of deciding appropriate responses.
- I am more aware of a rights-based approach in developing projects Annual Work Plans are more results-based. I am also more conscious about reminding our Implementing Partners to use results-based management processes in planning projects.
- I can work faster and manage my time better than before.
- I made the link between the human rights-based approach and results-based management, and this is now the foundation of the way that I approach my work. The course gave really practical insights into how to do it.

Learning and Training Services

The goal of the Learning and Training Services (LTS) Programme is to provide greater organizational effectiveness as a result of increased staff development and learning competencies, impacting on both UNSSC effectiveness and that of United Nations agencies. In achieving its goal, the programme operates in four strategic areas: (I) supporting coherent staff orientation processes; (II) nurturing continued development of the United Nations learning community; (III) managing strategic staff development activities; and (IV) fostering technology supported learning.

- **Outcomes:** The Programme will provide effective learning, training and staff development functions in United Nations agencies that match organizational objectives and individual staff learning needs.
- **Outputs:** Staff Development sections of United Nations agencies select UNSSC as a first choice for technical advice and support on learning and training services.

In 2007, the LTS Programme pursued the achievement of its overall goal by conducting, in line with its four strategic areas, the following activities:

Staff orientation processes

- LTS focused on bringing up to date a previous e-learning induction initiative (dated 2000) with a view to enhancing its impact and usability. After distilling, through interagency collaboration, the core elements of staff orientation processes in the United Nations system, the content was repackaged as a redistributable and customizable on-line course entitled “*Welcome to the UN: A UN System Induction Course.*” The course content was presented to the United Nations system on 23 October 2007 in the presence of the Deputy Secretary-General, Mme. Migiro, the Assistant Secretary-General for Human Resources Management, Mme. Beagle, and the Mayor of Turin, Mr. Chiamparino. This content, which constitutes the core element upon which to build a new set of harmonized agency-specific induction websites across the United Nations system, is available both as stand-alone DVDs (two versions per year) and through on-line subscriptions (reflecting the continuous updating process).
- LTS continued offering its support to Junior Professional Officers (JPOs) in their specific orientation needs by organizing the inter-agency “Young Professionals Orientation Programme.” The Young Professionals Orientation programme brings together young professionals for a two-week pre-placement orientation training course that provides the knowledge and skills required to successfully start their assignments in various United Nations organizations. In 2007, the programme was held from 2-14 September in Turin. A total of 49 young professionals participated, with 22 different sessions held over the two weeks.
- In addition, LTS continued providing its support to the UN Fellows Workshop: “*Tools for Development Cooperation.*” This initiative consists of a two-week induction training for participants selected by the United Nations Department of Economic and Social Affairs (UN/DESA) and relevant United Nations partners. During the workshop, which was held from 2-14 December in Turin, the UN Fellows focused on acquiring skills and knowledge in the design and implementation of programmes and projects related to development cooperation. A total of 40 UN Fellows participated in the workshop, which included 18 different sessions.

United Nations learning community support

- LTS managed the tenth edition of the *Learning Managers Forum*, which has proved to be a very powerful thematic platform for exchange, discovery, discussion, collaboration, coordination and planning. The Learning Managers Forum is an annual event that brings together Chiefs of Learning, Training and Staff Development in the United Nations system and affiliated international organizations to provide them with a common vision on learning, training and staff development issues. The Staff College has co-ordinated this event since its outset, with the assistance of a number of United Nations organizations. The 2007 Forum provided 45 participants from 37 United Nations and affiliated international organizations with an opportunity to interact with leading figures in the learning and training field, such as Dr. Peter Senge, Dr. Laurie Bassi, Dr. Meredith Belbin and Dr. Otto Kroeger, and senior leaders of the United Nations system, such as Dr. Thoraya Obaid, Executive Director of the United Nations Population Fund (UNFPA).
- LTS managed the UN Learning *Community's electronic* platform for knowledge sharing and collaboration. The UN Learning Community is a network of more than 400 staff working in the United Nations system and affiliated international organizations who are primarily employed in learning, training and staff development and who support each other through a variety of knowledge-sharing activities. All members of the network are connected through a dedicated e-mail distribution list, and the results of the e-mail discussions are maintained in an on-line searchable database. The database is housed on the UNSSC website and includes a range of features to help members keep in touch, including member profiles and a resource bank. In 2007, the UN Learning Community members and users increased by approximately 40 percent, representing more than 85 United Nations and affiliated organizations and indicating the growing value of this learning and knowledge sharing resource.
- The programme continued its active engagement with and support to the Geneva Learning Network (GLN). The GLN is a vibrant network of approximately 125 mainly Geneva-based learning managers, including training professionals from Bern, Strasbourg, The Hague and Turin, and representing over 30 international organizations. The GLN meets six times a year and regularly keeps in touch by e-mail, through which its members share experiences, work together on common projects and learn new skills related to learning, training and staff development issues. In 2007, the GLN members and users increased by approximately 60 percent.
- LTS provided continued support and functionality enhancements to the *UN Learning and Training Consultants database*, a community-owned roster of recommended resource persons for learning opportunities. The database currently contains 131 curricula.
- The programme implemented two editions of the inter-agency course on *Evaluation and Impact Assessment of Training and Learning (EIA)*, in Geneva (21-23 May) and Turin (17-19 December). The courses targeted learning and staff development specialists of United Nations agencies and affiliated international organizations interested in upgrading their skills in evaluation and impact assessment of learning, training and staff development activities.

- LTS provided two OLF services for UNFPA and the ILO. Endorsed by the UN Human Resources Network on behalf of the CEB in 2003, the OLF is a United Nations system-wide common framework for assessing the state of learning within United Nations organizations. The Staff College is the custodian of the OLF and administers it on behalf of Learning Managers. The framework consists of six principles and corresponding indicators. A standard survey is used to gather data (both quantitative and qualitative) from staff of the requesting organization. Data analysis provides results which indicate, on a ten-point scale, where the organization stands with respect to each of the six principles, highlighting its strengths and weaknesses. Agency-specific results are also compared with aggregated United Nations system results, used as a benchmark. For UNFPA, it was the third iteration of the survey and provided valuable information on progress over time around these principles. For the ILO, survey results were complemented with interviews and focus groups to produce recommendations for enhancing the learning function in the organization.

Staff development programmes

- In partnership with the United Nations Evaluation Group (UNEG), LTS supported the professional development of a corps of United Nations evaluators by contributing to the development of a proposal for the creation of a Diploma on Evaluation. Although the Diploma is still in its conceptualization phase, in order to respond to an expressed demand for training in evaluation, four inter-agency introductory courses on "What is evaluation and how it is designed and managed" were offered in partnership with UNEG in 2007; two of them were regional, for the Arab States and the Central and Eastern Europe and the Commonwealth of Independent States (CEE/CIS) regions. These courses provided a valuable opportunity not only to upgrade individuals' skills and harmonize approaches, but also enabled learning materials and methodologies to be tested for future application in the context of a formal and structured development programme.

Technology-supported learning

- LTS initiated a dialogue with United Nations system organizations to identify challenges and opportunities to enhance inter-agency collaboration and cross-fertilization in the field of learning. Through this initiative, the UNSSC and its partners analysed ways to move forward in a coordinated manner on various areas related to technology-assisted learning and knowledge management. These included a more robust implementation of e-Communities of Practice (eCoPs) and the establishment of federations of digital content repositories. The results of these discussions have given UNSSC a solid basis to build upon in order to achieve sustainable results in 2008.
- Throughout the year, LTS also supported various web-based initiatives of other UNSSC programmes, such as: the development of an e-learning toolkit on United Nations Common Country Programming Processes; the development of a "Compendium of Good Practice in Leadership and Management Development in the United Nations and Related International Organizations" based on wiki technology; the continuous enhancement of the TeamRCS Web site; and the development and maintenance of the on-line "Learning and Training Consultants Database."

In line with its support to an RBM approach to training activities, LTS surveyed all of its participants from January-October 2007 on the effectiveness of the learning initiatives in which they participated and the eventual impact these have had in their workplace. With a response rate of approximately 40 percent, the preliminary analysis of the data gathered showed a very positive evaluation of the programme's activities:

- 79 percent of respondents reported to have changed the way they approach their work as a result of participating in one or more LTS learning events;
- 87 percent reported to have used the materials provided during the event (e.g. CD-rom, written materials) at the workplace;
- 89 percent believed that the organizational setting in which they work has benefited from their participation in LTS learning events;
- 97 percent would recommend the LTS learning event(s) to their colleagues.

These results are certainly encouraging and provide a clear indication that our interventions are contributing to individual behavioural change and that this is positively impacting the work environment in which our alumni work. The Programme is committed to continuously improving its M&E system with a view to increase its effectiveness and accountability.

ADMINISTRATION AND MANAGEMENT OVERVIEW

The goal of Administration and Management (A&M) is to provide administrative and management services to ensure cost-efficient implementation of the Staff College's programmes and operational requirements.

- **Outcomes:** A&M will effectively implement human resource management, financial management, premises and physical assets management, and information and communication technology (ICT).
- **Outputs:** Through human resources management, recruitment processes take into consideration gender and geographic balance, and all posts have proper job descriptions, are properly classified and filled through competitive process, as well as assessed and enhanced through performance appraisals and staff development. Through the Budget and Finance Unit, the A&M administers programme and operating budgeting processes that correspond to financial requirements, and provides monthly cash flow statements and collects receivables and contributions. A&M also ensures that required goods and services are provided for the Staff College's operation, as well as for UNSSC premises and infrastructure and for safety and security of both staff and premises. A&M ensures appropriate and timely ICT support for smooth implementation of the Staff College's programmes.

To achieve its goal, outputs and outcomes, as of 31 December 2007, the A&M workforce consisted of 38 people (20 women and 18 men) representing 15 nationalities and under different contracts. Three associates or individual contractors worked on a part-time basis, and 57 consultancy contracts were issued to support relevant programme activities.

Human resources management

Recruitment

In October 2007, the UNSSC Director, Mr. Staffan de Mistura, was asked by the Secretary-General to take up his new duties as Special Representative for Iraq. In November 2007, the Secretary-General, upon consultation with the Board of Governors, nominated the Assistant Secretary-General Mr. Carlos Lopes as the new College Director. This appointment was in addition to Mr. Lopes' functions as Executive Director of UNITAR. This decision has ensured immediate continuity in the Staff College leadership and also enhances synergies between UNSSC and UNITAR.

For attrition reasons, two new staff were recruited at the L4 and L3 levels, and UNICEF seconded a staff member to UNSSC for a period of 18 months.

Staff development

An internal survey was conducted to better assess training needs and develop a tailor-made programme to them. As a result, three in-house sessions were conducted in 2007 for all staff in the following areas:

- Learning Design and Technology (18.5 percent staff participation)
- Performance Management (31.5 percent staff participation)
- Writing Skills (36.8 percent staff participation)

In addition, 15.7 percent of the staff participated in individual learning programmes or joined professional societies. Information gained through individual learning was shared with the colleagues through open sessions for all UNSSC staff.

Induction

A more thorough induction system was developed for new arrivals at the Staff College. It consists of three phases and is intended to create a more supportive and collaborative spirit as well as enable a more focused familiarization with internal administrative and management procedures.

Financial management

For information on financial management, please refer to the financial report in the annex.

Physical infrastructure

In 2007, work was continually carried out to renew the first floor of Pavillion T of the United Nations Campus, where the Staff College is based. The renewed open space and offices, as well as the electrical system, were officially inaugurated in the presence of the Deputy Secretary-General and the Mayor of Turin on the occasion of the visit of Ms. Migiro to Turin for the celebration of the UN Day, in October 2007. The City of Turin absorbed the costs of the renovation.

Information and communications technology

In 2007, several initiatives were introduced to strengthen the Staff College's internal capacity by upgrading certain aspects of its ICT:

- The file server, database server and print server were upgraded with a more powerful, capable and reliable hardware.
- The software backup and disaster recovery system of the e-mail and file server was upgraded with a more manageable and reliable version. The file server's backup hardware (tape-based) was upgraded (from 80 GB to 800 GB).
- The distributed anti-virus system was updated to its latest version, increasing the preventive security measures adopted by UNSSC.
- The air conditioning system in the server room was upgraded to ensure a longer life span and reliability of the servers.
- A new Wi-Fi system was placed at the disposal of consultants and external collaborators to connect their portable devices to the internet.
- The hardware and software of the telephone conference system were upgraded to allow for faster and more reliable service.

Risk assessment

From October to December 2007, the United Nations Office of Internal Oversight Services (OIOS) conducted a risk assessment of UNSSC. The assessment was focused on the following areas of operation: Strategic Management and Governance; Financial Management; Human Resources Management; Procurement and Contract Administration; Logistic Management; Information Technology Management; Programme and Project Management; Safety and Security.

As a part of the risk assessment exercise, 13 UNSSC staff members were interviewed. In addition, two group workshops were provided to the staff of administrations and programmes.

CONCLUSIONS

Steady progress has characterized 2007 and placed UNSSC on a more visible and firmer footing. After a re-alignment phase in 2006 and part of 2007, UNSSC is increasingly perceived as a viable and useful service provider and partner to the United Nations system in the areas of training and learning.

This is reflected in the increased number of activities (from 79 in 2006 to 98 in 2007) and participants trained (from 3,425 in 2006 to 4,032 in 2007).

The increased support of various United Nations Programmes, Funds and Agencies, and of the Secretary-General himself, have permitted a consolidation of Staff College offerings as well as the launching of promising inter-agency initiatives such as: additional support of the "Delivering as One UN" pilot countries; training of UNDSS personnel; training of Evaluation Officers system-wide; the production of an updated and enhanced United Nations system induction programme, available both online and on CD-Rom ("Welcome to the UN"); and together with UNITAR and the Secretariat, the organization of the SRSR Annual Retreat and the UN Torino Retreat, 2007.

With its expanded initiatives, one of the challenges the Staff College faces is to secure a more solid and diversified funding base. The strategic nature of the Staff College's work needs to be better communicated to potential donors and partners, particularly in terms of the influential role that UNSSC can play in being a "knowledge house" in the service of the United Nations Reform process by contributing to the empowerment of United Nations staff.

ACKNOWLEDGEMENTS

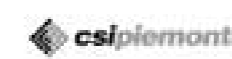
The United Nations System Staff College is grateful to the organization members of the Chief Executives Board for their role in providing guidance and direction through their involvement in the governance of the College. In addition, they provide a core contribution to the College each year as well as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

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

Similarly, the College is very appreciative of voluntary contributions received from Member States and others, including local foundations. These contributions help broaden the reach of the College's programmes and the quality of its services.



Compagnia di San Paolo



Consorzio per il Sistema Informativo



Fondazione CRT



Agenzia Svedese per la Cooperazione allo Sviluppo Internazionale



Regione Piemonte



Department for International Development



Città di Torino



Federal Foreign Office of Germany



Italian Ministry of Foreign Affairs



Norwegian Agency for Development Cooperation



Directorate Generale for Development Cooperation



Ministry of Foreign Affairs of Denmark



SIOI-Società Italiana per l'Organizzazione Internazionale



Ministry of Foreign Affairs of the Netherlands/Development Cooperation

ANNEX 1: 2007 ACTIVITIES

Leadership and management: total number of activities: 1

Programme	Title	Venue	Country	From	To	Duration	Part. tot	Part. M	Part. F	Part. day
Leadership and Management	UN Senior Management Network Programme (SMNP) - Cohort 1	Vaals	NETHERLANDS	26/11/2007	29/11/2007	4	46	21	25	184
Totals						4	46	21	25	184

Learning and training services: total number of activities: 11

Programme	Title	Venue	Country	From	To	Duration	Part. tot	Part. M	Part. F	Part. day
LTS	Evaluation and Impact Assessment of Learning & Training (EIA)	Geneva	SWITZERLAND	21/05/2007	23/05/2007	3	23	7	16	69
LTS	Leadership Programme for Women	Turin	ITALY	30/05/2007	01/06/2007	3	7	0	7	21
LTS	Learning Managers Forum	Turin	ITALY	06/06/2007	08/06/2007	3	46	18	28	138
LTS	UN ToT Procurement Training programme	Turin	ITALY	23/07/2007	27/07/2007	5	14	7	7	70
LTS	Young Professionals Orientation Programme	Turin	ITALY	02/09/2007	14/09/2007	11	49	22	27	539
LTS	Train-the-Trainers for LCC training	New York	UNITED STATES OF AMERICA	24/09/2007	28/09/2007	5	5	9	7	2
LTS	Belbin Team Role & Interplace Certification	Geneva	SWITZERLAND	02/10/2007	04/10/2007	3	13	1	12	39
LTS	Introductory module on what is evaluation and how it is designed and managed	Turin	ITALY	26/11/2007	30/11/2007	5	28	15	13	140
LTS	UN Fellows Workshop: Tools for Development Cooperation	Turin	ITALY	02/12/2007	14/12/2007	11	40	17	23	440
LTS	Introductory module on what is evaluation and how it is designed and managed	Turin	ITALY	30/07/2007	03/08/2007	5	32	17	15	160
LTS	Programme on Evaluation and Impact Assessment (EIA) of Training and Learning	Turin	ITALY	17/12/2007	19/12/2007	3	21	6	15	63
Totals						57	282	117	165	1724

Peace and security: total number of activities: 10

Programme	Title	Venue	Country	From	To	Duration	Part. tot	Part. M	Part. F	Part. day
Peace and Security	DSS Security Certification Programme (SCP) - NON-open course	Turin	ITALY	11/02/2007	02/03/2007	16	37	37	0	592
Peace and Security	DSS Refresher Training Programme (RTP2) - NON-open course	Turin	ITALY	06/05/2007	18/05/2007	11	29	28	1	319
Peace and Security	DSS Refresher Training Programme (RTP3) - NON-open course	Turin	ITALY	10/06/2007	22/06/2007	11	22	22	0	242
Peace and Security	UN Safe and Secure Approaches in Field Environments (SSAFE) Training Programme - NON-open course	Turin	ITALY	24/06/2007	29/06/2007	6	20	19	1	120
Peace and Security	Actors for Change - Strengthening National Human Rights Institutions (3,5 days workshop)	Nairobi	KENYA	17/07/2007	20/07/2007	4	27	11	16	108
Peace and Security	DSS Basic Hostage Incident Management Training Workshop	Turin	ITALY	30/09/2007	05/10/2007	6	26	24	2	156
Peace and Security	Conflict Prevention: Analysis for Action	Quito	ECUADOR	17/10/2007	18/10/2007	2	38	22	16	76
Peace and Security	UN Safe and Secure Approaches in Field Environments (SSAFE) Training Programme - NON-open course	Turin	ITALY	11/11/2007	16/11/2007	6	22	22	0	132
Peace and Security	DSS Security Certification Programme (SCP) #6 - NON-open course	Turin	ITALY	02/12/2007	19/12/2007	16	29	19	10	464
Peace and Security	DSS Security and Safety Services (SSS) ToT - NON-open course	Turin	ITALY	10/12/2007	14/12/2007	5	24	20	4	120
Totals						83	274	224	50	2329

Resident coordinator system: total number of activities: 73

Programme	Title	Venue	Country	From	To	Duration	Part. tot	Part. M	Part. F	Part. day
RCS - Learning Support	Regional Course on Partnering Skills for Strategic Engagement (3-day event)	Panama City	PANAMA	25/01/2007	27/01/2007	3	26	11	15	78
RCS - Learning Support	Action II - TOT and Validation Workshop on the HRBA	Turin	ITALY	29/01/2007	02/02/2007	5	37	19	18	185
RCS - Learning Support	UNCT Annual Retreat	Pyongyang	KOREA North (DPRK)	29/01/2007	31/01/2007	2	15	11	4	30
RCS - Learning Support	Strategic Planning Retreat (3-day event, exact dates to be decided)	Kathmandu	NEPAL	30/01/2007	31/01/2007	33	101	55	46	303
RCS - Learning Support	Strategic Planning Retreat (3-day event)	Antananarivo	MADAGASCAR	14/02/2007	16/02/2007	3	145	84	61	435
RCS - Learning Support	HRBA/RBM Workshop	Bangkok	THAILAND	26/02/2007	02/03/2007	5	20	10	10	100
RCS - Learning Support	Regional Course on Partnering Skills for Strategic Engagement (3-day event)	Bangkok	THAILAND	27/02/2007	01/03/2007	3	16	7	9	48
RCS - Learning Support	Strategic Thinking, Negotiation and Consensus Building	Bangkok	THAILAND	27/02/2007	01/03/2007	3	14	12	2	42
RCS - Learning Support	Empowering Media Skills for UN Managers	Bangkok	THAILAND	27/02/2007	01/03/2007	3	2	2	0	6
RCS - Learning Support	UNORC Partnering Skills for Strategic Engagement	Jakarta	INDONESIA	05/03/2007	07/03/2007	3	33	20	13	99
RCS - Learning Support	HRBA/RBM Workshop	Islamabad	PAKISTAN	05/03/2007	07/03/2007	5	44	25	19	220
RCS - Learning Support	Delivering as One UN	Praia	CAPE VERDE	15/03/2007	16/03/2007	2	22	10	123	44
RCS - Learning Support	HRBA/RBM Workshop	Nairobi	KENYA	19/03/2007	23/03/2007	5	21	9	12	105
RCS - Learning Support	Strategic Thinking, Negotiation & Consensus Building	Nairobi	KENYA	20/03/2007	22/03/2007	3	16	8	8	48
RCS - Learning Support	Partnering for Strategic Engagement	Nairobi	KENYA	20/03/2007	22/03/2007	3	17	7	10	51
RCS - Learning Support	Design Workshop for UNDAF Preparation	Quito	ECUADOR	21/03/2007	22/03/2007	3	59	33	26	177
RCS - Learning Support	Donor/NGO Consultations on the UN Transition Plan	Nairobi	KENYA	26/03/2007	26/03/2007	1	49	32	17	49
RCS - Learning Support	Design Workshop for UNDAF Preparation	Juba	SUDAN	28/03/2007	29/03/2007	3	29	18	11	87

Programme	Title	Venue	Country	From	To	Duration	Part. tot	Part. M	Part. F	Part. day
RCS - Learning Support	UN Transition Plan RBM-HRBA Retreat for the Somalia UNCT	Nairobi	KENYA	28/03/2007	29/03/2007	2	83	52	31	166
RCS - Learning Support	Design Workshop for UNDAF Preparation	Niamey	NIGER	04/04/2007	05/04/2007	5	78	49	29	390
RCS - Learning Support	Design Workshop for UNDAF Preparation	Cotonou	BENIN	11/04/2007	12/04/2007	5	25	19	6	125
RCS - Learning Support	HACT - Harmonized Approach on Cash Transfer	Turin	ITALY	25/04/2007	27/03/2007	3	41	24	17	123
RCS - Learning Support	Developing Partnering Skills Workshop	Kuwait City	KUWAIT	01/05/2007	01/05/2007	1	11	5	6	11
RCS - Learning Support	UNCT Annual Retreat	Sana's	YEMEN	08/05/2007	09/05/2007	2	34	21	13	68
RCS - Learning Support	Design Workshop for UNDAF Preparation	Abuja	NIGERIA	09/05/2007	10/05/2007	3	39	24	15	117
RCS - Learning Support	UN Reform Workshop for UNV	Bonn	GERMANY	10/05/2007	11/05/2007	2	44	15	29	88
RCS - Learning Support	Design Workshop for UNDAF Preparation	Luanda	ANGOLA	14/05/2007	18/05/2007	3	40	29	11	120
RCS - Learning Support	Design Workshop for UNDAF Preparation	Nairobi	KENYA	23/05/2007	24/05/2007	4	50	26	24	200
RCS - Learning Support	HRBA/RBM Workshop	Tunis	TUNISIA	28/05/2007	01/06/2007	5	35	22	13	175
RCS - Learning Support	One Programme UN Rwanda	Akagera	RWANDA	28/05/2007	30/05/2007	2	40	24	16	80
RCS - Learning Support	HRBA/RBM Orientation workshop	Niamey	NIGER	29/05/2007	30/05/2007	2	38	27	11	76
RCS - Learning Support	UN RDT ESA Partnership Building Strategy Needs Assessment Workshop	Johannesburg	SOUTH AFRICA	31/05/2007	31/05/2007	1	14	4	10	14
RCS - Learning Support	Global Induction Workshop for Coordination Officers	New York	UNITED STATES OF AMERICA	04/06/2007	08/06/2007	5	34	8	26	170
RCS - Learning Support	One UN Pilot RC Consultations	New York	UNITED STATES OF AMERICA	18/06/2007	19/06/2007	2	8	6	2	16
RCS - Learning Support	Strategic Planning Workshop	Prishtina	SERBIA AND MONTENEGRO	19/06/2007	20/06/2007	5	47	22	25	235
RCS - Learning Support	HRBA/RBM Workshop	Turin	ITALY	25/06/2007	29/06/2007	5	23	13	10	115

Programme	Title	Venue	Country	From	To	Duration	Part. tot	Part. M	Part. F	Part. day
RCS - Learning Support	Strategic Thinking, Negotiation and Consensus Building	Turin	ITALY	26/06/2007	28/06/2007	3	19	13	6	57
RCS - Learning Support	Partnering Skills for Strategic Engagement	Turin	ITALY	26/06/2007	28/06/2007	3	23	7	16	69
RCS - Learning Support	Design Workshop for UNDAF Preparation	Yamoussoukro	COTE D'IVOIRE	27/06/2007	29/06/2007	5	90	63	27	450
RCS - Learning Support	ONE UN Retreat Cape Verde	Dakar	SENEGAL	02/07/2007	03/07/2007	2	38	22	16	76
RCS - Learning Support	HRBA/RBM Orientation Workshop	Quito	ECUADOR	03/07/2007	07/07/2007	5	49	26	23	245
RCS - Learning Support	Design Workshop for UNDAF Preparation	Brazzaville	CONGO	03/07/2007	04/07/2007	2	41	25	16	82
RCS - Learning Support	UNCT Annual Retreat	Colombo	SRI LANKA	05/07/2007	06/07/2007	2	48	26	22	96
RCS - Learning Support	Orientation workshop on HRBA/RBM	Nairobi	KENYA	09/07/2007	12/07/2007	4	40	18	22	160
RCS - Learning Support	HRBA/RBM Orientation workshop	Luanda	ANGOLA	17/07/2007	20/07/2007	3	25	14	11	75
RCS - Learning Support	HRBA/RBM Orientation workshop	Abuja	NIGERIA	24/07/2007	26/07/2007	4	42	15	27	168
RCS - Learning Support	Strategic Planning Retreat (3-day event)	Nairobi	KENYA	01/08/2007	03/08/2007	3	141	89	52	423
RCS - Learning Support	UNHCR Strategic Engagement in Transition Situation	Nairobi	KENYA	04/09/2007	06/09/2007	3	30	19	11	90
RCS - Learning Support	HRBA/RBM Orientation workshop	Cotonou	BENIN	12/09/2007	14/09/2007	5	75	58	17	375
RCS - Learning Support	HRBA/RBM Orientation workshop	Port-au-Prince	HAITI	14/09/2007	14/09/2007	1	28	15	13	28
RCS - Learning Support	Design Workshop for UNDAF Preparation	Port-au-Prince	HAITI	17/09/2007	18/09/2007	2	48	34	14	96
RCS - Learning Support	2008-2010 UN Assistance Strategy for Iraq	Dead Sea	JORDAN	23/09/2007	24/09/2007	2	50	31	19	100
RCS - Learning Support	ToT Partnering Skills Workshop	Turin	ITALY	24/09/2007	27/09/2007	4	24	11	13	96
RCS - Learning Support	UN Integrated Management Team Retreat	Bujumbura	BURUNDI	24/09/2007	26/09/2007	3	59	33	26	177
RCS - Learning Support	Strategic Prioritization Retreat	Abuja	NIGERIA	27/09/2007	28/09/2007	2	75	41	34	150
RCS - Learning Support	HRBA/RBM Orientation workshop	Georgetown	GUYANA	16/10/2007	18/10/2007	3	26	13	13	78
RCS - Learning Support	Strategic Planning Retreat	Cotonou	BENIN	17/10/2007	18/10/2007	2	127	90	37	254

Programme	Title	Venue	Country	From	To	Duration	Part. tot	Part. M	Part. F	Part. day	
RCS - Learning Support	Use of DEVINFO for Strategic Decision Making	Turin	ITALY	22/10/2007	26/10/2007	5	27	18	9	135	
RCS - Learning Support	HRBA/RBM Orientation workshop	Dili	EAST TIMOR	25/10/2007	26/10/2007	3	52	26	26	156	
RCS - Learning Support	HRBA/RBM Workshop	Juba	SUDAN	29/10/2007	31/10/2007	4	26	15	11	104	
RCS - Learning Support	Design Workshop for UNDAF Preparation	Nouakchott	MAURITANIA	31/10/2007	01/11/2007	2	35	28	7	70	
RCS - Learning Support	UN Coordination & Leadership Skills Workshop	Turin	ITALY	05/11/2007	15/11/2007	12	51	32	19	612	
RCS - Learning Support	Partnering Skills for Strategic Engagement	Panama City	PANAMA	12/11/2007	14/11/2007	3	24	11	13	72	
RCS - Learning Support	Design Workshop for UNDAF Preparation	Dili	EAST TIMOR	15/11/2007	16/11/2007	3	93	52	41	279	
RCS - Learning Support	Strategic Thinking, Negotiation and Consensus Building	Panama City	PANAMA	15/11/2007	17/11/2007	3	23	13	10	69	
RCS - Learning Support	Strategic Planning Retreat	Niamey	NIGER	21/11/2007	22/11/2007	2	86	64	22	172	
RCS - Learning Support	Global Compact Implementation Workshop	Turin	ITALY	26/11/2007	29/11/2007	4	28	16	12	112	
RCS - Learning Support	Strategic Planning Retreat	Khartoum	SUDAN	27/11/2007	29/11/2007	3	116	97	19	348	
RCS - Learning Support	Strategic Planning Retreat (3-day event)	Juba	SUDAN	03/12/2007	04/12/2007	3	91	60	31	273	
RCS - Learning Support	Strategic Planning Retreat (3-day event)	Beirut	LEBANON	10/12/2007	13/12/2007	3	40	21	19	120	
RCS - Learning Support	Partnering Skills for Strategic Engagement for Ethiopia UNAIDS	Adama	ETHIOPIA	10/12/2007	18/12/2007	8	66	56	10	528	
RCS - Learning Support	HACT Regional Training of Trainers	Johannesburg	SOUTH AFRICA	11/12/2007	14/12/2007	4	33	18	15+	132	
RCS - Learning Support	Strategic Planning Retreat	Brazzaville	CONGO	12/12/2007	14/12/2007	3	62	46	16	186	
Totals							243	3301	1999	1302	11109

Other activities: total number of activities: 3

Programme	Title	Venue	Country	From	To	Duration	Part. tot	Part. M	Part. F	Part. day	
	UNEG Evaluation Workshop	Turin	ITALY	18/03/2007	24/03/2007	7	30	12	18	210	
	UN Torino Retreat 2007	Turin	ITALY	31/08/2007	02/09/2007	3	58	43	15	174	
	TCPR meeting	Turin	ITALY	14/03/2007	16/03/2007	3	41	23	18	123	
Totals							13	129	78	51	507

ANNEX 2: LIST OF CONTRIBUTORS

Year	Contributor	Purpose	Amount
2008	Sweden	Core & Programme Activities in 2008	\$ 453,185.00
2008	Italy	Core & Programme Activities	€ 2,200,000.00
2007 2008	Italy	Core & Programme Activities	€ 1,000,000.00
2007 2008	United Kingdom DFID	Early Warning & Preventive Measures	GBP 61,542.00
2007	The Netherlands	Programme Activities	\$ 304,970.00
2007	Compagnia di San Paolo, Italy	Programme Activities	€ 338,000.00
2007	Italy	Core & Programme Activities	€ 1,500,000.00
2007	Italy	Programme Activities	\$ 71,516.00
2007	Sweden	Core & Programme Activities in 2007	\$ 437,820.00
2006	Sweden	Joint Donor Training in Conflict Prevention	\$ 10,319.00
2006	Italy	Core & Programme Activities	€ 3,000,000.00
2006	Italy	Programme Activities	\$ 45,361.00
2006	Germany	Joint Donor Training in Conflict Prevention	\$ 7,849.00
2006	Italy	Core & Programme Activities	€ 500,000.00
2006	Norway	Joint Donor Training in Conflict Prevention	\$ 10,444.00
2006	Compagnia di San Paolo, Italy	Programme Activities	€ 300,000.00
2006	Denmark	Joint Donor Training in Conflict Prevention	\$ 10,449.00
2006	Germany	Early Warning & Preventive Measures	\$ 94,000.00
2005 2006	United Kingdom DFID	Early Warning & Preventive Measures	GBP 300,000.00
2005	Compagnia di San Paolo, Italy	Programme Activities	€ 275,000.00
2005	Sweden	Core & Programme Activities in 2006	EUR 316,758.00
2005	Italy	Core & Programme Activities	\$ 1,297,016.86
2005	Italy	Programme Activities	\$ 1,297,016.86
2005	Italy	Core & Programme Activities	€ 500,000.00
2004 2005	Italy	Capacity Building for Humanitarian Affairs	€ 600,000.00
2004	Italy	Core & Programme Activities	€ 500,000.00
2004	Compagnia di San Paolo, Italy	Programme Activities	€ 300,000.00
2004	Germany	Early Warning & Preventive Measures	\$ 100,000.00
2004	Italy	Programme Activities	\$ 101,063.00
2004	Sweden	Core & Programme Activities in 2005	SEK 3,000,000.00
2003	Italy	Programme Activities	\$ 728,547.00
2003	Sweden	Core & Programme Activities in 2004	\$ 400,000.00
2003	Switzerland	Programme Activities	\$ 76,336.00
2003	Switzerland	Programme Activities	CHF 100,000.00
2003	United Kingdom DFID	Programme Activities	\$ 48,452.00
2002	Ireland	Staff Loan	In-kind
2002	Sweden	Core & Programme Activities	SEK 4,000,000.00
2002	Switzerland	Programme Activities	\$ 67,114.00
2002	Switzerland	Programme Activities	CHF 100,000.00
2002	United Kingdom DFID	Programme Activities	\$ 1,181,020.00
2001	Compagnia di San Paolo, Italy	Programme Activities	? 81,591.00
2001	Denmark	Core & Programme Activities	DKK 500,000.00
2001	Norway	Core & Programme Activities	NOK 1,000,000.00
2001	Regione Piemonte	Core	ITL 500,000,000.00
2001	Sweden	Core & Programme Activities	SEK 4,000,000.00

Year	Contributor	Purpose	Amount
2001	Switzerland	Programme Activities	\$ 40,000.002001
United Kingdom	DFID	Programme Activities	\$ 1,000,080.00
2000	Compagnia di San Paolo, Italy	Programme Activities	€ 132,805.00
2000	Germany	Early Warning & Preventive Measures	\$ 131,970.00
2000	Norway	Core & Programme Activities	NOK 2,000,000.00
2000	Switzerland	Staff Secondment from UNICEF	CHF 100,000.00
2000	United Kingdom DFID	Early Warning & Preventive Measures	\$ 1,100,600.00
1999	Canada (CIDA)	Programme Activities	CAD 500,000.00
1999	France	Staff Loan	In-kind
1999	Italy	Staff Loan	In-kind
1999	Italy	Early Warning & Preventive Measures	\$ 223,950.00
1999	Norway	Core & Programme Activities	NOK 2,000,000.00
1999	Regione Piemonte	Core	ITL 500,000,000.00
1999	Sweden	Core & Programme Activities	SEK 3,000,000.00
1999	United Kingdom DFID	Core & Programme Activities	\$ 1,322,445.00
1998	Denmark	Core	DKK 500,000.00
1998	France	Staff Loan	In-kind
1998	Italy	- Training for African Peace Initiative - Early Warning & Preventive Measures	\$ 117,116.0
1998	Italy	Staff Loan	In-kind
1998	Regione Piemonte	Core	ITL 500,000,000.00
1998	Sweden	Core & Programme Activities	SEK 3,000,000.003
1998	United Kingdom DFID	Management Change Progress	\$ 200,000.00
1998	United States of America	Core	\$ 100,000.00
1997	Cassa di Risparmio, Italy	Core	ITL 400,000,000.00
1997	Denmark	Core	DKK 500,000.00
1997	France	Staff Loan	In-kind
1997	Italy	Staff Loan	In-kind
1997	Norway	Core & Programme Activities	\$ 586,450.00
1997	Open University	Core	\$ 10,000.00
1997	Sweden	Core & Programme Activities	SEK 3,000,000.00
1997	Switzerland	Core	CHF 200,000.00
1997	United Kingdom DFID	Core & Programme Activities	\$ 168,350.00
1997	United States of America	Core	\$ 75,000.00

ANNEX 3: FINANCIAL REPORT 2007

Budget

- 1 On 22 December 2006, the College's Board of Governors approved a budget of US\$10.13 million for the year 2007. This annual budget was, for the first time, presented with the Results Based Budget (RBB) format.
- 2 All programme components of the 2007 budget were provided with objectives, expected outcomes, proposed outputs and their corresponding performance indicators. The College made every effort to move towards the formulation of a programmatic budget under the framework of RBB approach. This annual budget document was built upon the UNSSC Strategy, Business Plan and Programme Activities 2006-2009.
- 3 For 2007, the College's budget was increased about 14 percent, compared to the approved budget for 2006 (US\$ 8.90 million) (see Table 1).

Income

- 4 Total income for the biennium 2006-2007 amounted to US\$ 17.17 million, compared to an approved biennium budget of US\$19.02 million (US\$ 8.90 million for 2006 and US\$ 10.13 million for 2007).
- 5 Of the total income for the biennium 2006-2007, US\$ 1.0 million was the core contribution from the UN system, US\$ 6.42 million from the host-country contribution, US\$ 1.62 million was received from donors and others in the form of tied and untied contributions, and US\$6.84 million was non-core contributions (fees for services rendered) from UN organizations (see Table 2).

Expenditure

- 6 Expenditure (disbursements plus unliquidated obligations) for the biennium 2006-2007 came to US\$ 13.44 million (see Table 3).
- 7 The total expenditure for the biennium 2006-2007 represented a 32 percent increase from the expenditure for the biennium 2004-2005 (US\$ 10.15 million).
- 8 Of the biennium 2006-2007 expenditure, US\$ 8.45 million went to staff and other personnel costs, and the remaining US\$ 4.99 million was for other operating costs.
- 9 Excess of contributions over expenditures as of 31 December 2006 amounted to US\$ 3.72 million. This excess amount will be utilized in 2008 to implement pending and other earmarked activities.

Fund balance

- 10 The total fund balance for the College (excluding operating reserves) stood at US\$ 9.54 million as of 31 December 2007.

Table 1

United Nations System Staff College - Summary Budget for the year 2007 by object class of expenditure for 2007 with comparative data for 2006 and biennium 2004-2005

(expressed in US dollars)

Object class	2004-2005 expenditure	2006 approved budget	2007							Total resource requirements
			Programme ED	Programme PD	Programme LMD	Programme PS	Programme RCS	Programme LS	Programme A&M	
Staff cost	4,410,157	3,230,705	335,800	330,900	653,200	843,600	1,020,200	619,500	1,056,500	4,859,700
Consultant	2,116,072	121,175	-	-	100,000	315,500	280,000	347,200	143,000	1,185,700
Travel	1,073,852	333,325	100,000	50,000	70,000	350,000	420,000	60,000	50,000	1,100,000
Training	45,063	20,000	-	-	-	-	-	-	30,000	30,000
Contractual services	849,269	289,000	-	-	1,100,000	-	-	40,000	258,500	1,398,500
Official functions	4,299	3,000	3,000	-	-	-	-	-	-	3,000
Permits: rental and maintenance	8,167	-	-	-	-	-	-	-	-	-
Operating expenses	1,216,412	177,900	-	-	210,000	400,000	300,000	15,000	6,000	931,000
Communications	152,014	61,000	5,000	5,000	10,000	20,000	20,000	5,000	46,000	111,000
Supplies, materials, furniture & equipment	193,636	83,500	3,000	2,000	10,000	86,000	60,000	10,000	257,000	428,000
Alteration, improvement of premises	2,239	50,000	-	-	-	-	-	-	50,000	50,000
Fellowship grants and contributions	62,712	-	-	-	-	-	-	-	-	-
Other external printing	17,638	1,000	-	-	-	28,500	-	-	1,000	29,500
Operating costs - tied contributions	-	2,844,800	-	-	-	-	-	-	-	-
Development costs	-	1,000,000	-	-	-	-	-	-	-	-
Operating reserves	-	680,000	-	-	-	-	-	-	-	-
Total expenditure	10,151,529	8,895,405	446,800	387,900	2,153,200	2,043,600	2,100,200	1,096,700	1,898,000	10,126,400

Note:

- 1) 2004-2005 expenditure is based on combinations of the statement of income and expenditure for the biennium 2004-2005 ending 31 December 2005 and allotment report for December 2005
- 2) ED: Executive directions
- 3) PD: Programme Direction
- 4) LMD: Leadership Management Development
- 5) PS: Peace and Security
- 6) RCS: Resident Coordinator System/UNCT Learning Support
- 7) LS: Learning Support
- 8) A&M: Administration and Management

Table 2
United Nations System Staff College
Voluntary contributions received as of 31 December 2007

Country	Voluntary contributions received
Germany	94,000,00
Italy	6,422,592,86
Sweden	437,820,00
U.K.	226,086,96
Sub Total	7,180,499,82
Compagnia di San Paolo	861,096,91
Sub Total	861,096,91
Total	8,041,596,73

Table 2.1
Status of UN Agencies Core Contributions for 2006-2007

Agency	Contributions for 2006-2007	Collections	Contributions Receivable as at 31 December 2007
FAO	\$ 73,868	\$ 73,868	\$ -
IAEA	\$ 41,579	\$ 41,579	\$ -
ICAO	\$ 16,915	\$ 16,915	\$ -
IFAD	\$ 7,099	\$ 7,099	\$ -
ILO	\$ 50,260	\$ 50,260	\$ -
IMO	\$ 6,186	\$ 6,186	\$ -
ITU	\$ 16,266	\$ 16,266	\$ -
UN	\$ 300,848	\$ 300,848	\$ -
UNDP	\$ 73,260	\$ 73,260	\$ -
UNESCO	\$ 49,996	\$ 49,996	\$ -
UNFPA	\$ 15,699	\$ 15,699	\$ -
UNHCR	\$ 71,374	\$ 71,374	\$ -
UNICEF	\$ 96,280	\$ 96,280	\$ -
UNIDO	\$ 14,806	\$ 14,806	\$ -
UNOPS	\$ 14,137	\$ 14,137	\$ -
UNRWA	\$ 4,259	\$ 4,259	\$ -
UPU	\$ 3,428	\$ 3,428	\$ -
WFP	\$ 27,929	\$ 27,929	\$ -
WHO	\$ 95,144	\$ 95,144	\$ -
WIPO	\$ 15,151	\$ 15,151	\$ -
WMO	\$ 5,517	\$ 5,517	\$ -
Total	\$ 1,000,000	\$ 1,000,000	\$ -

Table 2.3
Reimbursement for services ad of 31 December 2007
(expressed in US dollars)

PAYOR NAME	USD AMOUNT
BONUCA	730
CERN	2,900
Council of Europe	1,450
DANIDA	10,469
ECLAC – Santiago	2,850
EFTA – European Free Trade Association	1,450
FAO	42,532
IAEA	1,450
IBRD/World Bank	5,185
ICC – International Criminal Court	1,450
ICRC Geneva	5,385
ICTY	16,472
IFAD – Headquarters	9,150
ILO	73,610
IMF General Account	1,450
INSTRAW	1,670
Inter American Development Bank	1,450
Int'l Training Ctre of the ILO	6,596
IOM	5,170
ISDR	13,294
ITC – Headquarters	23,616
ITU – Headquarters	18,972
IUCN	1,850
JIU – Joint Inspection Unit	3,200
Lutherian World Federation	1,450
Miscellaneous	111,874
Mission Perm. du Royaume-Uni de Grande-Bretagne et d'Irlande du Nord	124,832
Mission Permanente d'Allemagne	7,849
Mission Permanente de la Norvege	10,444
Mission Permanente de la Principaute de Liechtenstein	5,913
Mission Permanente de la Suede	10,319
Mission Permanente de l'Italie	116,877
Mission Permanente du Royaume de Pays-Bas	304,970
OCHA	16,887
OECD/OCDE-GERMANY	5,400
Subtotal	969,167

Table 2.3 (continued)
Reimbursement for services ad of 31 December 2007
(expressed in US dollars)

PAYOR NAME	USD AMOUNT
Carried over from last page	969,167
OPCW	2,900
OSCE Secretariat	3,200
PAHO - Pan America Health Organization	2,480
UN - HABITAT	22,486
UN Assistance Mission in Afghanistan	2,500
UN ESCAP	5,400
UNAIDS	43,621
UNAMI - United Nations Assistance Mission fo Iraq	11,125
UNAMIS	3,750
UNCTAD	2,350
UNDCP	15,972
UNDGO UN Dvlpt Group Office	3,006,806
UNDP	738,928
UNDPA	3,350
UNECA	4,200
UNEP	44,908
UNESCO – Paris	122,155
UNFCCC	3,227
UNFPA	59,892
UNHCHR	230,151
UNHCR	239,777
UNHQ – Secretariat	615,302
UNICEF	374,649
UNICTR	9,686
UNIDO	8,850
UNIFEM	6,000
UNIOSIL – United Nations Integrated Office in Sierra Leone	8,236
UNITAR	1,450
United Nations Department for Political Affaire	9,544
United Nations Joint Staff Pension Fund	8,236
United Nations Operations In Cote d'Ivoire UNOCI	3,150

PAYOR NAME	USD AMOUNT
UNMIL – United Nations Mission in Liberia	500
UNOG	24,179
UNON	50,845
UNOPS	8,850
UNOV	2,900
UNRWA	1,450
UNTSO	8,236
UNV	19,901
UPU – Headquarters	1,450
USAID U.S. Agency for Intern'l Dvlpt	2,250
WFP	68,003
WHO	47,620
WIPO	4,350
WMO	1,850
WSP Int – War Torn Societies Project	9,832
WTO/OMC	2,900
WWF (The Global Conservation Organisation)	6,000
Total	6,844,564

Table 3
United Nations System Staff College
Statement of income and expenditure and changes in reserves and fund balances
for the biennium 2006-2007 ending 31 December 2007

(expressed in US dollars)

INCOME	
Voluntary Contributions	8,041,597 ¹
Reimbursement for Services	6,844,564
Received under Inter-Organization arrangements	1,000,000
Miscellaneous/interest income	1,278,980 ²
TOTAL INCOME	17,165,141
EXPENDITURE	
Staff and other personnel costs	8,454,203
Travel	1,582,716
Contractual services	1,542,274
Operating expenses	1,647,132
Acquisitions	213,975
Fellowships grants and other	-
Total Direct expenditure	13,440,299
Programme support costs	-
TOTAL EXPENDITURE	13,440,299
Excess (shortfall) of income over expenditure	3,724,842
Prior period adjustments	-
NET EXCESS (SHORTFALL) OF INCOME OVER EXPENDITURES	3,724,842
Transfers (to) from reserves and other funds	(1,185) ³
Refund to donors	103,481
Savings on prior period' obligations	-
RESERVES AND FUND BALANCES: BEGINNING OF PERIOD	6,952,216
RESERVES AND FUND BALANCES: END OF PERIOD	10,779,354

¹ The contributions received are all in convertible currencies.

² Includes gain on exchange of US\$193,114

³ Unspent balanced refunded to OHCHR

Table 3.1
United Nations System Staff College
Statement of assets, liabilities, and reserves and fund balances as of 31 December 2007
 (expressed in US dollars)

ASSETS	
Cash and term deposits	551,895
Pledge contributions receivable	14,818,514
Other accounts receivable	481,010
Other assets	11,225
TOTAL ASSETS	15,862,644
LIABILITIES	
Inter-fund balances payable	37,587
Other accounts payable	253,623
Unliquidated obligations	971,555
Contributions/Payments received in advance	3,820,526
TOTAL LIABILITIES	5,083,291
RESERVES AND FUND BALANCES	
Operating Reserves	1,242,351
Reserve for allocations	-
Cumulative surplus (deficit)	9,537,002
TOTAL RESERVES AND FUND BALANCES	10,779,353
TOTAL LIABILITIES, RESERVES AND FUND BALANCES	15,862,644

ERRATA CORRIGE

Pag. 20 – The first paragraph after the box is to be replaced by the following:

To achieve its goal, outputs and outcomes, as of 31 December 2007, the overall workforce of the College consisted of 38 people (20 women and 18 men) representing 15 nationalities and under different contracts. Three associates or individual contractors worked on a part-time basis, and 57 consultancy contracts were issued to support relevant programme activities.

Pag. 8 – last line

And the constant support from the Development Cooperation Department of the Italian Ministry of Foreign Affairs.

To be replaced by:

And the constant support from the Development Cooperation Department and the Directorate General for Multilateral Political Affairs of the Italian Ministry of Foreign Affairs.