



**UNITED NATIONS
SYSTEM STAFF COLLEGE**

*ANNUAL REPORT 2008
ADVANCED COPY*

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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 Organisation
MDGs	Millennium Development Goals
OHCHR	Office of the High Commissioner for Human Rights
OLA	United Nations Office of Legal Affairs
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
SRSB	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 aimed at senior managers which will be rolled-out in the spring of 2009, and a new course for Deputy SRSGs scheduled to take place in fall 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 Labor 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.

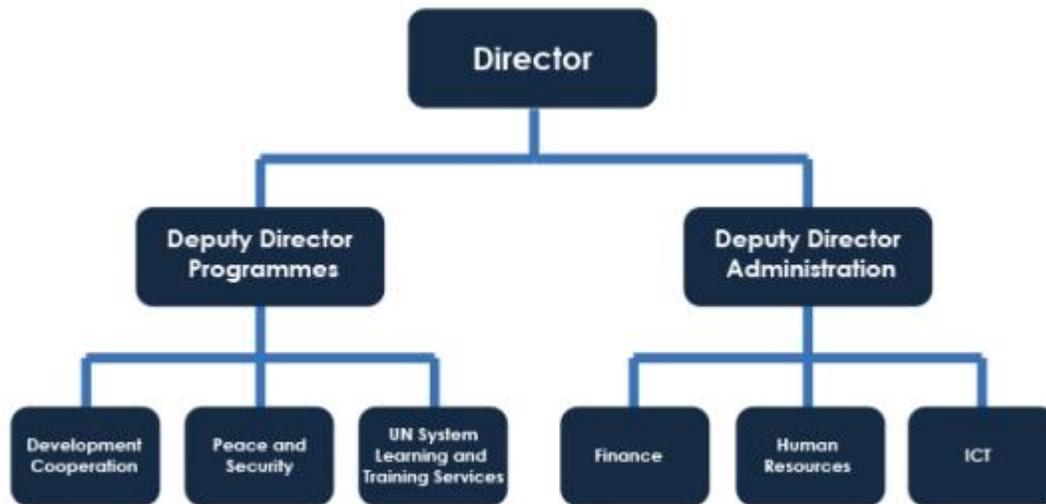
The College is becoming more and more recognized for its **knowledge sharing** activities that include: the organization of face-to-face events, such as the UN Torino Retreat and the Learning Managers Forum; the management of on-line communities of practice such as the UN learning community; and the 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

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;
- 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.

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 United Nations 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 (OLA).

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 will 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 for that function.
- 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.
- Board Members would not be eligible as members of the ETRP to avoid conflicts of interests.

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 evolve every day. The UN staff is called to be at the forefront in a collective effort to address those challenges, being ready and flexible to adapt to the new needs that a changing world is putting ahead of us.

In more than 60 years, the United Nations has accumulated an invaluable expertise in various areas, and is now an organization with numerous bodies, departments, agencies, programmes and funds, with different mandates, tradition and specific knowledge.

As an inter-agency organization, UNSSC plays a role in making sure that the UN really builds upon its already existing expertise, working to facilitate cross-connections within the system.

In line with its mandate to promote inter-agency collaboration in the area of training and learning, in 2008 the Staff College has 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 developed within the UN system, responding to new emerging learning and training needs of its staff. The Staff College offers a space to Chiefs of learning, training and staff development of the UN system to share their experiences and be confronted to new learning and training approaches through the **Learning Managers Forum**, which came in 2008 to its 11th edition.

The event was held from 4 to 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, Ms. Sue Hollingsworth, Senior Analyst of *Forrester Research*, USA; 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 leadership and experience on a wide range of topics, such as return on investment methodology, learning management technology, partnerships, knowledge sharing and change management. During the 3-day event, participants had a unique occasion for inter-agency networking, and benefitted from top-level contribution 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 group was honored 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 in Turin 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 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) 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.

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

Right after the UN Torino Retreat, the staff College also organized in Turin the first **Retreat of the UN Economic Regional Commissions**. The event had the scope of increasing mutual knowledge of key activities and programmes of each Economic Regional Commission, with particular emphasis on programmes with potential for replicability and inter-regional cooperation. The main goal of the event was to have a multi-year common work plan to foster ability to work together.

In addition to the above-mentioned events, the Staff College closely collaborated with UNITAR for 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 on **“Challenges of collective learning for the UN: the role of the UN System Staff College”**.

The session was opened by the UN Secretary-General, who presented UNSSC's activities and main achievements to over 60 Permanent 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 importance of 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 is fundamental in the achievement of the Millennium Development Goals and in conflict prevention. It enables the different actors involved in these areas to take advantage of each other's experience and maximize the results of their effort.

In support of the UN reform process the College organized in 2008 two **consultation meetings for the Resident Coordinators of the 8 One UN pilot countries on "Delivering as One"** (Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania and Uruguay). During the meetings, the Resident Coordinators shared lessons learned and challenges ahead in implementing the 'Delivering as One' approach. The 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.

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- GENCAT (Generalitat de Catalunya) initiative brought together high-level UN officials, including the United Nations Resident Coordinator in Nicaragua, and the United Nations Resident Coordinator in Bolivia, both from UNDP, and important representatives

from the Catalanian 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.

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 of creating networks among targeted groups, that can easily inter-link and exchange experiences independently 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 whose primary responsibility is managing learning, training and staff development activities. This network behaves as a strong community of practice where members support each other through knowledge sharing and various collaboration activities.

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 instructing best practices and sharing knowledge in the **Conflict Prevention Community of Practice**.

Responding to recommendations by the Peace and development Advisers and other UN conflict prevention practitioners, the Conflict prevention 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 email discussion network and an online workspace.

E-LEARNING TOOLS

The Staff College in 2008 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 United Nations 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, 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.

UNSSC also developed in 2008 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 UN Country Teams. 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 constantly cultivated to face the challenges that the United Nations have to confront nowadays. Beyond the technical capabilities in specific areas, new and future managers of the United Nations 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 a more and more complex working environment.

In 2008 UNSSC continued to provide training for young professionals entering in 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, had the objective to offer an exhaustive overview of the UN system, its mandate, synergies, procedures, core values and competencies. During the workshops, the participants also strengthened their skills in the areas of programme cycle management, presentation and writing skills. The courses also represent a unique opportunity to create a network between those who will be the future leaders in the United Nations system.

The audience of the workshop for Young Professional almost doubled in 2008, from 49 participants in 2007 to 83 in 2008. The programme targeted 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 level. In 2008 UNSSC organized 3 **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 UN Country Teams Coordination and Leadership Skills Programme can count on the presence, as trainers, 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 targeting the top management of the UN system, on the basis of 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 comments of an advisory group of 10 UN agencies 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 UN faces and the roles and responsibilities of senior UN staff in addressing those challenges regardless of their particular function and their agency affiliation. The first cohort of the UN Leaders Programme is scheduled to take place 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 a key element of a stronger and more effective United Nations. In fact, the United Nations can make a difference depending not only on the commitment, but also on the level of preparation of its staff to face emerging needs and challenges. In light of this need of 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 that 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 targeting UN and associated personnel that are exposed to security risk in their operations in conflict-affected areas. The College is implementing with the UN Department for Safety and Security (UNDSS) the **Safe and Secure Approaches to Field Environments (SSAFE) programme**.

The training programme addresses core modules as radio communications, personal security, mines awareness, travel, convoy and vehicle security, 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 have 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 that participate in the Training of Trainers (ToT) workshops in Turin. 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. The Staff College also conducted a monitoring and evaluation mission to assess the quality of the training run in Somalia. Delivery of training in the field is facilitated by an on-line platform with core modules material, country-specific modules and lessons learned. The significant increase in the number of participants trained is due to the multiplier effect of the "Training of Trainers" module adopted in the programme.

The Staff College was also required by the United Nations Evaluation Group (UNEG) to provide training in **Evaluation and Impact Assessment (EIA)**. In collaboration with key partners such as the Return On Investment Institute (ROI), the College initiated in 2008 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 3 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 training of trainers on Human Rights and Conflict Prevention targeting Kenyan Human Rights Institutions. The **Actors for Change Programme** of the OHCHR builds the capacity of National Human Rights Institutions in several areas, amongst which conflict analysis for prevention. Staff College contributed to this programme by responding to OHCHR need of its training expertise in the area of distance learning and training of trainers. A training of trainers took place in Nairobi in February 2008.

UN Safe and Secure Approaches in Field Environments (SSAFE) Training Programme Turin, November 2008

SUPPORTING THE COLLECTIVE EFFORT OF UN COUNTRY TEAMS

The UN Secretary-General introduced reforms in 1997 which was given further impetus at the Millennium Summit in 2000, where all 191 UN Member States pledged to work towards meeting the Millennium Development Goals (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 which emphasizes human rights and social justice. The UN reform aims to strengthen socioeconomic progress, through increasing the operational effectiveness of UN programming at the national, regional and global level.

The Staff College, through its learning and capacity-development activities, aims at engaging 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 targeted at UN staff and their development partners, specifically those involved in planning and implementing strategic responses to development problems at the country level, during the programming cycle. This includes training on results-based management and human rights-based approaches to strengthen the UN's strategic approach to programme delivery and sustainability. Specific 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 UN Country Teams (UNCTs) to deliver more strategic and coordinated programmes in support of national priorities.

A significant share of the learning events in this area focused on providing support to the United Nations Country Teams that started their new programme cycle through the UN Development Assistance Frameworks (UNDAFs). UNCTs have been supported from the beginning of their planning process with **UNDAF design workshops**; training on **human rights-based approach** to programming and **results based management**, as well as **strategic planning support**.

Furthermore, there is a strong demand within the UN System to assist the UN Country Teams 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 project focuses its activities on: offering standard skill building workshops on conflict analysis for prevention to the UN System; supporting the conflict prevention strategy development in countries; mainstreaming conflict prevention into UN Planning & Programming processes; 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)**, which was built in over ten years of joint efforts and initiatives in support to UN Country Teams.

Moreover, the collaboration with the **UN Department for Safety and Security (UNDSS)** is a key element of the success of UNSSC training for staff safety and security.

In 2008 UNSSC also 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)**, respectively in the areas of evaluation and gender mainstreaming.

Furthermore, the increased collaboration with the **United Nations Institute for Training and Research (UNITAR)** represents an added value in the fulfillment of UNSSC ambitious 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 should be given to the generous support of UNSSC **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, as well as leadership and management of the United Nations system and the Catalan administration.

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

UNSSC is supported by **Regione Piemonte**, and the **City of Torino**, where it 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 the renewal of the UNSSC premises with a great organizational effort that allowed the College to continue its daily activities while works were undergoing. Financial support and in-kind contribution also comes to the

College from two Turin-based Foundations, **Compagnia di San Paolo** and **Fondazione Cassa di Risparmio di Torino**.

The UN Campus in Torino

The Staff College is located in the only UN Campus with training and residential facilities. The Campus consists of 21 low-rise buildings set in ten hectares of riverside parkland in Torino, Italy.

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 (United Nations Interregional Crime and Justice Research Institute (UNICRI) and International Training Centre of the International Labour Organization (ITC/ILO) and with the support of local authorities, organized and invited the people of Torino for an **“open-day”** event on Campus. The “open day” was an important occasion to give more 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, which received very positive feedback.

UN Campus “Open Day” (Turin, October 2008).

ANNEXES

ANNEX 1: 2008 ACTIVITIES

Secure and Safe Approaches to Field Environments (SSAFE) courses run by certified SSAFE Trainers, Afghanistan, Brazil, Colombia, China, Haiti, Nepal, Peru, Somalia, Sudan, Switzerland, January – December 2008, **4583 participants**

JANUARY

Strategic Planning Retreat Preparation Meeting, HAITI, **28 participants**

Training of Trainers on the Action 2 Common Learning Package on Human Rights Based Approach, ITALY, **40 participants**

OHCHR Training on Human Rights Based Approach, ITALY, **39 participants**

Training of Trainers on CCA/UNDAF Process, ITALY, **39 participants**

Communications Skills For Junior Diplomats, ITALY, **28 participants**

FEBRUARY

Human Rights Based Approach Orientation Workshop, MAURITANIA, **39 participants**

UNFPA Partnering Skills Workshop, SOUTH AFRICA, **21 participants**

UN Evaluation Group Rwanda, RWANDA, **38 participants**

UN Country Team Strategic Planning Retreat, TIMOR EST, **122 participants**

UN Country Team Iraq Annual Retreat, JORDAN, **41 participants**

Actors For Change - Training Of Trainers For The Kenya National Commission On Human Rights, KENYA, **17 participants**

One UN Albania Country Team Retreat, ALBANIA, **22 participants**

UN Country Team Strategic Planning Retreat, COTE D'IVOIRE, **85 participants**

Design Meeting Chief Executive Board Cluster Trade And Productive Capacities Pilot Training For RCS, SWITZERLAND, **4 participants**

MARCH

UN Evaluation Group Panama, PANAMA, **35 participants**

UN Country Team Coordination & Leadership Skills, ITALY, **15 participants**

UN Country Team Strategic Planning Retreat, HAITI, **62 participants**

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 participants**

Devinfo Training Workshop, ITALY, 22 participants

APRIL

UNEP Mercury Partnership Meeting, SWITZERLAND, 77 participants

UN Evaluation Group Mali, MALI, 68 participants

UNDAF Design Workshop, GUATEMALA, 58 participants

UN Safe And Secure Approaches In Field Environments (SSAFE) Training Programme, ITALY, 27 participants

UN Country Team Strategic Planning Retreat , BOTSWANA, 47 participants

UNDAF Design Workshop , BOSNIA AND HERZEGOVINA, 25 participants

OCHA Leadership Design Workshop, SWITZERLAND, 12 participants

MAY

UNDAF Design Workshop , TAJIKISTAN, 77 participants

UNEP Regional Workshop On Human Rights Based Approach/Results Based Management, THAILAND, 30 participants

Advanced Partnering Skills, SOUTH AFRICA, 27 participants

Geneva Trade Design Mission, SWITZERLAND, 8 participants

UNDAF Design Workshop , PHILIPPINES, 54 participants

UNDAF Design Workshop , KAZAKHSTAN, 23 participants

Microinsurance Innovation Facility, International Labour Organisation (ILO), SWITZERLAND, 7 participants

Making Trade Works For The MDGs, ITALY, 20 participants

UNEP Environmental Sustainability And UN Country Programming, KENYA, 33 participants

Coordination Officers Workshop, UNITED STATES OF AMERICA, 43 participants

**Enhancing Communication Skills And Media Relations For Diplomacy, ITALY, 15
CTBTO Workshop, ITALY, 19 participants**

UNDAF Design Workshop, IRAN, 78 participants

JUNE

UNDAF Design Workshop , SERBIA, 53 participants

Learning Managers Forum, FRANCE, 49 participants

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

UNEP Environmental Sustainability And UN Country Programming, PANAMA, 24 participants

Regional Coordination Officers Workshop, SOUTH AFRICA, 19 participants

Partnering Skills For Strategic Engagement, SENEGAL, 33 participants

UNDAF Design Workshop , TURKMENISTAN, 80 participants

EVALUATION ON IMPACT ASSESSMENT OF LEARNING & TRAINING New York, UNITED STATES OF AMERICA, 24 participants

Human Rights Based Approach/Results Based Management Workshop, ITALY, 43 participants

Partnering Skills For Strategic Engagement, ITALY, 18 participants

Delivering as One: UN Pilot Resident Coordinators Consultations, UNITED STATES OF AMERICA, 9 participants

UNDAF Design Workshop, AFGHANISTAN, 30 participants

UNDAF Design Workshop , UZBEKISTAN, 108 participants

JULY

Human Rights Based Approach Workshop, AFGHANISTAN, 26 participants

UN Country Team Strategic Planning Retreat , KAZAKHSTAN, 44 participants

AUGUST

Secretary-General's UN Torino Retreat, ITALY, 61 participants

UN Regional Commissions Retreat, ITALY, 28 participants

SEPTEMBER

UNRCCA Conflict Prevention: Analysis For Action, TURKMENISTAN, 31 participants

UNDAF Design Workshop , MACEDONIA, 49 participants

UN Country Team Strategic Planning Retreat, ARMENIA, 119 participants

UN Evaluation Group Bangkok, THAILAND, 47 participants

UNEP Environmental Sustainability And UN Country Programming, SWITZERLAND, 33 participants

WACA Coordination Officers Workshop, SENEGAL, 35 participants

Young Professionals Orientation Programme, ITALY, 83 participants

UN Country Team Strategic Planning Retreat , TAJIKISTAN, 73 participants

Devinfo Training Workshop, ITALY, 36 participants

OCTOBER

Third Interagency Workshop On Implementing A Human Rights-Based Approach, UNITED STATES OF AMERICA, 43 participants

UN Evaluation Group Geneva, SWITZERLAND, 37 participants

UN Country Team Strategic Planning Retreat , BOSNIA AND HERZEGOVINA, 65 participants

Evaluation On Impact Assessment Of Learning & Training Turin, ITALY, 29 participants

UN SSAFE Asia Regional Training-Of-Trainers - Philippines, PHILIPPINES, 28 participants

UNDAF Design Workshop , AFGHANISTAN, 22 participants

Change Management Workshop, ITALY, 45 participants

UN Country Team Strategic Planning Retreat , BURUNDI, 63 participants

NOVEMBER

Buenas Prácticas De Prevención De Conflictos En America Latina, SPAIN, 25 participants

UN Country Team Coordination & Leadership Skills, ITALY, 35 participants

Working Group On Resident Co-ordinators Systems Issues Meeting, ITALY, 28 participants

UN Safe And Secure Approaches In Field Environments (SSAFE) Training Programme, ITALY, 26 participants

Designated Official Training Consultative Group Meeting, ITALY, 12 participants

UN Country Team Strategic Planning Retreat, MACEDONIA, 43 participants

Delivering as One Meeting, UNITED STATES OF AMERICA, 8 participants

Change Management Initiative, LESOTHO, 16 participants

DECEMBER

Quality Support and Assurance Training, ITALY, 46 participants

UN Country Team Strategic Planning Retreat, UGANDA, 135 participants

UN Fellows: Tools For Development Cooperation, ITALY, 38 participants

Enhancing Communication Skills And Media Relations For Diplomacy, ITALY, 23 participants

TOTAL NUMBER OF PARTICIPANTS: 8,032

ANNEX 2: FINANCIAL REPORT 2008

Table 1

United Nations System Staff College - Summary of expenditure by object class for the years 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*
Staff costs	\$ 6,138,749	\$ 3,572,243	\$ 5,070,700	\$ 8,642,943
Consultants	\$ 2,315,454	\$ 1,610,116	\$ 2,377,910	\$ 3,988,026
Travel	\$ 1,582,716	\$ 1,740,001	\$ 2,065,420	\$ 3,805,421
Training	\$ 17,178	\$ 11,884	\$ 40,000	\$ 51,884
Contractual services	\$ 1,524,939	\$ 245,534	\$ 711,100	\$ 956,634
Official functions	\$ 2,936	\$ 467	\$ 3,000	\$ 3,467
Operating expenses	\$ 1,502,600	\$ 984,858	\$ 1,235,210	\$ 2,220,068
Communications	\$ 88,587	\$ 62,108	\$ 241,560	\$ 303,668
Supplies, materials, furniture & equipment	\$ 219,497	\$ 141,197	\$ 265,400	\$ 406,597
Alteration, improvement of premises	\$ 47,487	\$ 1,974	\$ 50,000	\$ 51,974
Other external printing	\$ 156	\$ 2,192	\$ 90,900	\$ 93,092
Total expenditure	\$ 13,440,299	\$ 8,372,573	\$ 12,151,200	\$ 20,523,773

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 (USD)

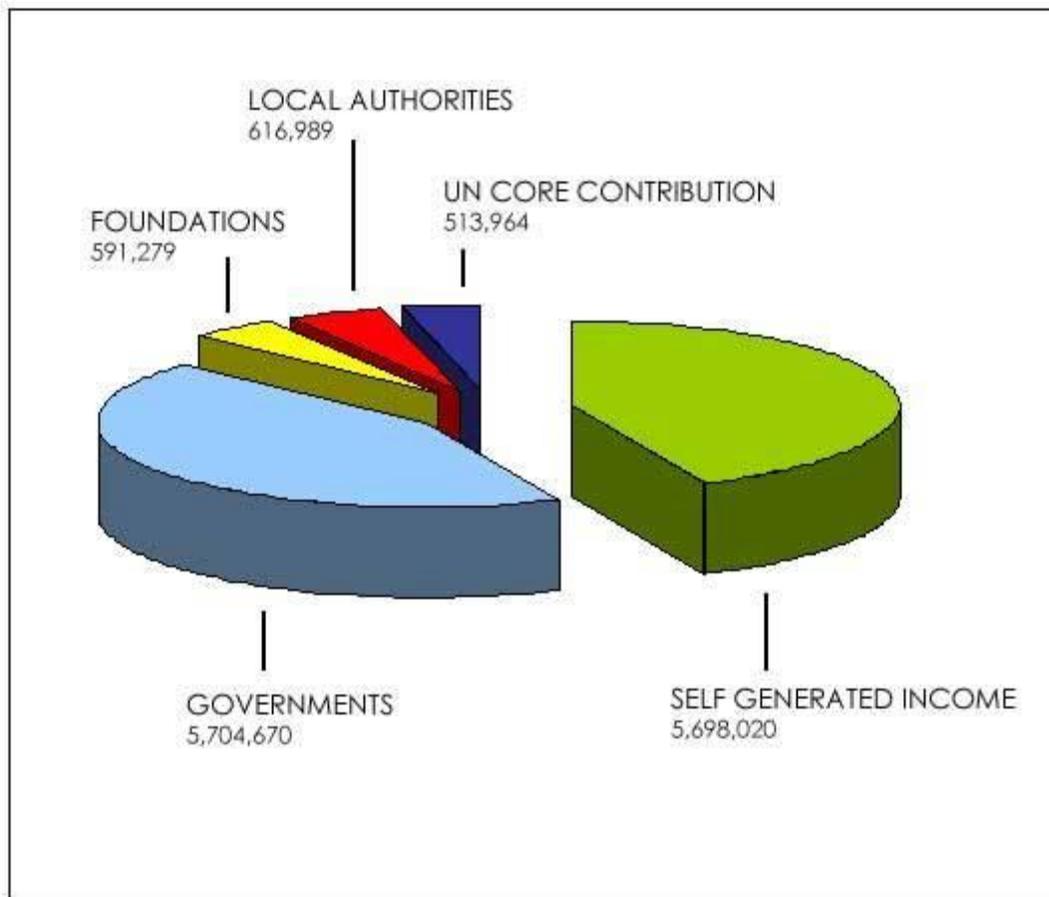


Table 2

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
Total	\$ 1,000,000	\$ 486,036	\$ 513,964

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)

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