



SHARING KNOWLEDGE
DEVELOPING LEADERS

UNSSC ANNUAL REPORT 2012

innovation / ˌɪnəˈveɪʃən /

noun

- a. something newly introduced, such as a new method or device
- b. the act of innovating



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In my first year as Director of the United Nations System Staff College, I am pleased to introduce our 2012 Annual Report, sharing our accomplishments in the field of learning and training for the UN system. The Staff College is the principal arm of the wide spectrum of UN agencies dealing with learning and training, distinctively designed for United Nations staff. Its priorities are determined by the UN system as a whole and its activities respond to the cross-agency, far-reaching reform agenda.

With a total number of staff of less than 40, the Staff College has undertaken substantial work in 2012 with encouraging results in all programmatic areas, benefiting over 9,000 UN staff across the globe.

The year was marked by numerous challenges ranging from the delicate global financial environment to the rapidly evolving priorities of the United Nations that required the Staff College to adapt its business model and respond to this new environment. As a result, in 2012, our organization introduced a number of innovations in many areas.

The Staff College finalized a process of internal reorganization, resulting in a more lean and dynamic organizational structure to maximize internal efficiency and increase the delivery of its learning services. Thanks to a more efficient structure, the Staff College continued to sharpen the quality and scope of its offerings and remained committed to meet important benchmarks of organizational effectiveness and delivery by addressing staff development and competency needs throughout the UN system.

A careful refocusing of the College's course portfolio was carried out with a view to better meeting the evolving needs of the UN system. Its programmes were reorganized around six key thematic areas covering these needs: Development & Human Rights, Gender & Cross Cultural Training, Peace & Security, UN Coherence, UN Leadership and Learning Lab (learning skills and methodologies).

The year also saw an important growth in the Staff College's offering of online distance learning as an effective way of reaching beneficiaries world wide in a more cost-effective manner. Nine new online courses were offered in 2012 and the portfolio will be further expanded in 2013.

At the same time, the Staff College focused more resources to meet the learning needs of UN staff at the country level by offering courses in the field and by customizing its standard training to better fit country-specific requirements.

FORWARD
#innovation2012

From a financial point of view and in response to the challenging global economic scene, the Staff College continued to shift its focus from a donor-financed institution towards a predominantly self-funded institution. 74 percent of its funding base is now derived from self-generated income resulting from course fees and service contracts with a number of UN organizations. Such a strategic shift was made possible thanks to the growing credibility gained by the Staff College over the years as a professional and effective provider of learning and training for the UN system.

As an example of this growing credibility, the Staff College was entrusted by the UN system to develop a specific course for its most senior staff, namely newly appointed Assistant Secretaries-General and Under Secretaries-General. The first cohort of this newly developed initiative received high evaluations and was unanimously recommended to become mandatory training for the United Nations.

The results achieved by the Staff College in 2012 are testimony of its firm commitment to serve as a centre of excellence for learning and training for the entirety of the UN system. I firmly believe that the Staff College is well placed to play an even greater role to further develop the professional capacity of UN staff to meet the many complex challenges facing the United Nations in the future.



Jafar Javan Director UNSSC
Turin, April 2013

HISTORY

The United Nations System Staff College (UNSSC) started to operate in 1996 as a project entrusted to the International Training Centre of the International Labour Organization (ITC/ILO). In 2000, an independent team recommended that a fully-fledged UN Staff College be established, and the General Assembly approved the Statute authorizing its creation the following year. On 1 January 2002, the Staff College began operations as a distinct institution within the UN system, providing up-to-date learning and training services to support staff worldwide in responding to a host of rapidly evolving and complex challenges.

In little more than ten years of existence, the Staff College has made steady progress in terms of the number of UN staff benefiting from its programmes, the thematic underpinnings of its courses, diversifying its funding base and, most importantly, in the quality of its offerings. Since its modest beginning as a project in 1996, with programmes mainly designed for UN staff serving in the field, the College has evolved into a comprehensive provider of training and learning services for all managerial levels, focusing its efforts on a wide range of substantive and priority areas throughout the UN system.

The history of the College is permeated with change, constant improvement and a determination to make a difference through cutting edge training and learning services. Today, it is helping to make the whole UN system become more than a sum of its parts, and to strengthen strategic and integrated thinking with the aim of improving programme delivery and management worldwide.

MISSION

The mission of the Staff College is to assist the UN system to:

- # Strengthen inter-agency collaboration
- # Promote a cohesive and versatile management culture
- # Support continuous learning and staff development
- # Foster strategic leadership at headquarters and in field locations

To this end, the Staff College offers a wide range of learning and training products, which include:

- # Residential workshops, seminars and training courses
- # E-learning opportunities, including e-learning design and management
- # On-demand services and tailor-made learning programmes for UN organizations
- # Agency-specific Learning Management Portals
- # Training of Trainers programmes
- # Communities of Practice and Knowledge Fairs

CORPORATE PROFILE



“The United Nations System Staff College gives life to the principle of life-long learning. It represents a special environment for sharing ideas and experiences. It is a house of knowledge in the best and truest sense of the word.”

Ban Ki-moon
UN Secretary-General

GOVERNANCE

THE BOARD OF GOVERNORS

The UNSSC Board of Governors is composed of nine UN representatives selected by the UN Chief Executives Board (CEB), plus three ex-officio members (the Director of the UNSSC, the Secretary of the CEB and the Executive Director of United

Nations Institute for Training and Research). Board Members at the Director level and above are appointed by the UN Secretary-General for a two-year period with the possibility of a one-year extension.

The 2012 Board of Governors was composed as follows:

CHAIR

Ms. **Susana Malcorra**, United Nations Chef de Cabinet

MEMBERS

- # Mr. **Alexander Aleinikoff**, Deputy High Commissioner for Refugees, UNHCR
- # Ms. **Giovanie Biha**, Director, Management and Administration Division, UN Women
- # Mr. **Hans D’Orville**, Assistant Director-General for Strategic Planning, UNESCO
- # Ms. **Axumite Gebre-Egziabher**, Director, Shelter & Sustainable Human Settlement Development Division, UN Habitat
- # Mr. **Jens Wandel**, Assistant Administrator, Director, Bureau of Management, UNDP
- # Mr. **Paul Larsen**, Director, Division for External Relations, WFP
- # Ms. **Gunilla Olsson**, Director of Governance, UN and Multilateral Affairs, UNICEF
- # Ms. **Catherine Pollard**, Assistant Secretary-General, OHRM, UN Secretariat

EX-OFFICIO MEMBERS

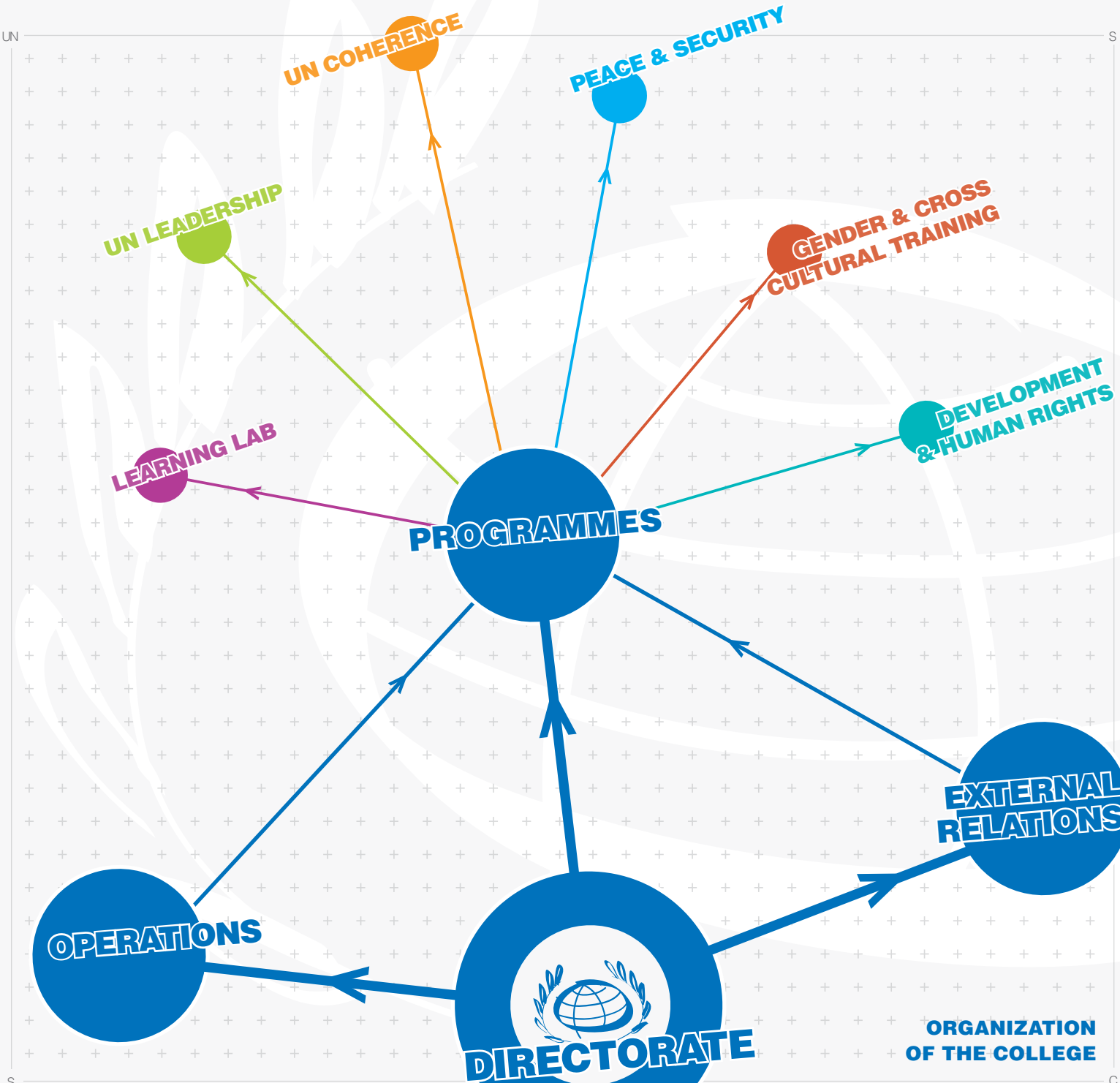
- # Mr. **Jafar Javan**, Director, UNSSC
- # Ms. **Sally Fegan-Wyles**, Acting Head, UNITAR
- # Mr. **Thomas Stelzer**, Secretary of the CEB

THE EXPERT TECHNICAL REVIEW PANEL (ETRP)

The main function of the ETRP is to conduct programme analysis and to provide ongoing advice on enhancing and maintaining the College’s learning portfolio and activities. Reporting to the Board of Governors, it was freshly appointed in 2011 with renowned experts drawn from both within and outside the UN system who have a strong understanding of learning, training and knowledge management.

The 2012 ETRP was composed of the following members:

- # Ms. **Sakiko Fukuda-Parr**, Professor of International Affairs and Interim Dean for Academic Affairs, Milano New School for Management and Urban Policy
- # Mr. **Richard Jolly**, Honorary Professor and Research Associate at the Institute of Development Studies, University of Sussex
- # Ms. **Christine Letts**, Senior Associate Dean for Executive Education and Senior Lecturer in the Practice of Philanthropy and Non-Profit Leadership, Harvard Kennedy School
- # Mr. **Adebayo Olukoshi**, Director of the UN African Institute for Economic Development and Planning
- # Ms. **Namita Pradhan**, former Assistant Director-General, World Health Organization



JANUARY

1

EXPERTS ROSTERS
LAUNCHED

The College assisted in the design and roll out of the UN Development Group (UNDG) Expert Rosters initiative, an online platform to promote internal collaboration and knowledge transfer in support of the One UN agenda, and to help UN Country Teams (UNCTs) tap important expertise and advisory services.



FEBRUARY

2

COMMUNICATIONS
TRAINING

The College launched a new series of learning opportunities on communications, focusing on such areas as communication methods and techniques, persuasive public speaking and enhanced media skills to broaden the abilities and practical knowledge of UN communications managers and specialists.

MARCH

3

PROMOTING GREATER
OPERATIONAL EFFICIENCY
AT THE COUNTRY LEVEL

The College sharpened its training and learning packages to assist in the harmonization of business practices at the country level, and to strengthen the capacities of UNCTs to better manage change, build effective leadership and improve operational efficiency and results. It also worked to build capacity of Operations Management Teams (OMTs) through a series of regional courses on Operations Management Skills Training.

APRIL / JUNE

4

IMPROVING THE COLLEGE'S
TRAINING FACILITIES

The College undertook several important initiatives to improve its training facilities in Turin. Classrooms were configured to provide a more flexible learning environment with advanced IT equipment that includes a state-of-the-art video-conference system, multi-touch interactive boards and audience response systems.



JULY

5

STRENGTHENING THE
INTERNAL STRUCTURE
OF THE COLLEGE

UNSSC underwent a process of internal restructuring with the aim of devising a more agile, flat and dynamic business model. The new organizational structure helped to streamline and improve the College's programming and portfolio as well as its efficiency, coherence and stability.

AUGUST

6

THE UN SUMMER
ACADEMY LAUNCHED

The inaugural session of the UN Summer Academy, focusing on the theme "A New Global Development Partnership", was held in Turin in August 2012. The two-week session welcomed a diverse group of development practitioners from 26 countries, representing UN agencies, national governments, civil society and the private sector.



SEPTEMBER

7

THE UN SECRETARY-
GENERAL'S RETREAT

UNSSC convened and managed the fifth Retreat for the UN Secretary-General in Turin, attended by the most senior level UN staff. The UN Secretary-General, UN Deputy Secretary-General and 44 other senior officials participated in the two-day event.



NEW DIRECTOR OF
THE UNSSC

The UN Secretary-General appointed Mr. Jafar Javan as new Director of the College, replacing Mr. Carlos Lopes, who was named Executive Secretary of the Economic Commission for Africa.

NOVEMBER

9

UN LEADERSHIP
EXCHANGE LAUNCHED

The first edition of the UN Leadership Exchange for senior staff at the Under Secretary-General (USG) and Assistant Secretary-General (ASG) levels was held in November. Guidance and inputs on leadership, historic milestones and current and future challenges facing the UN were among the topics discussed.




DECEMBER

10

NEW SERIES OF LEARNING
OPPORTUNITIES
FOR SUPPORT STAFF
INTRODUCED

The College rolled out the first of a series of training courses designed for UN support staff, entitled "Skills for the Administrative Assistant". This new course assists UN organizations in strengthening staff competencies needed for carrying out office work, which can have an important bearing on overall effectiveness and results.


THEMATIC AREAS OF EXPERTISE



DEVELOPMENT & HUMAN RIGHTS

Development and human rights are interrelated, interdependent and, in the end, often indivisible. Human rights norms provide a framework for equality and non-discrimination that, when objectively applied, ensures that fundamental guarantees, including the benefits of development, are provided to even the most hard-to-reach and disadvantaged groups. Moreover, human rights concerns add additional aspects of legitimacy and urgency to the need for greater efficiency and delivery in development work.


The College is committed to supporting UN staff and its counterparts in building the individual, institutional and societal capacity needed for effective development and human rights programming. Knowledge management tools and course offerings have been developed to assist the UN system in meeting the demands of this important mission.



GENDER & CROSS CULTURAL TRAINING

Gender equality is not only a basic human right: its achievement has enormous social, economic and cultural ramifications. Understanding the impact of culture and how it influences the way people think, communicate and behave is a critical element for capacity building and gender mainstreaming initiatives.

By collaborating with UN entities mandated to build capacity on gender and cross cultural issues globally, the College supports the work of the UN system in ensuring that cross cultural perspectives and gender equality goals stay central to all of its activities - including in the important areas of policy development, programming, research, advocacy, planning and monitoring.




PEACE & SECURITY

The aim of “*making the United Nations of the 21st century increasingly the focus of preventive measures*” requires that the UN system and its partners strengthen their capacities to address challenges posed to collective security on the one hand, and threats to the safety and security of staff on the other. To achieve these important twin objectives, the College, in cooperation with UN and non-UN partners, has designed and implemented innovative learning and training activities capable of responding to the complex needs of peace and security operations in challenging country-specific situations.




UN COHERENCE

The College is committed to supporting the implementation of UN Reform at the country level, including through joint programming and strategic planning work now being undertaken as part of the UN Development Assistance Frameworks (UNDAFs) and Harmonized Business Operations. Drawing on recent experiences and results from the Delivering as One pilot initiative, as well as on other exercises that prioritize UN Coherence, our learning and facilitation services are working to assist the UN in achieving a more coherent and effective organizational structure.



UN LEADERSHIP

UNSSC is increasingly recognized as a center of learning excellence for leadership development and training in the UN system. Its programmes in leadership have been designed to strengthen the skills, knowledge and capabilities needed to confront an array of global and professional challenges. The College aims at building a ‘One UN’ leadership culture by refining and invigorating the leadership potential of staff, by developing new capacities for action and by creating learning processes that promote synergistic knowledge-sharing and discovery.



LEARNING LAB

Learning is a life-long process, and fostering a culture of continued learning of UN personnel must be approached as a career-long priority upon which effective leadership and management depend. Opportunities to acquire and sharpen critical knowledge and cognitive skills through formal and informal training are essential for addressing a growing number of complex and urgent challenges. Furthermore, UN personnel will be increasingly called upon to foster innovation and facilitate the flow of knowledge and ideas as a means to defeat misery, suffering and a lack of opportunity. Put simply, knowledge management and learning are at the core of the United Nations of the future.

Following a review of UN system priorities as highlighted in the agendas of the UN Secretary-General, the CEB and the undg, and in response to the demands put forward by various UN task forces, the College identified the thematic areas where inter-agency learning and training would best serve and benefit the UN system.

With a view to strengthening its impact in supporting the United Nations in its response to a range of complex global challenges, the College focused its learning and training portfolio in 2012 on the following six thematic areas:

2012: A YEAR OF INNOVATION

INNOVATION STARTS IN-HOUSE...

In 2012, the College underwent an important internal restructuring process with the goal of devising a more flat and dynamic business model that maximizes internal efficiency. A more agile administrative unit renamed Operations was put in place to support UNSSC programme activities in the areas of Finance, Human Resources, Information & Communications Technology, Procurement and Legal Services. A new External Relations function was also created with a view to enhancing the College's financial portfolio by targeting traditional and non-traditional donors to support its activities.

This new organizational structure was instrumental in helping the College to solidify its funding base and generate US\$ 5,429 million from fee-based courses and joint ventures with UN partners. These achievements were the direct result of a conscious strategy that sought to lessen donor dependency while strengthening and expanding strategic partnerships.

To achieve greater business efficiency, transparency and accountability, new tools, policies and mechanisms were introduced by the College in 2012. A programme audit was also conducted by the Expert Technical Review Panel (ETRP) on quality assurance. In its remarks, the ETRP audit commended the College for the quality of its offerings and for shifting its programming focus to better respond to current UN system needs and priorities.

Also during the year, with the goal of providing participants with a more conducive and technologically advanced learning environment, the College undertook several initiatives aimed at upgrading its training facilities in Turin. The new UNSSC classrooms have been configured to provide a more flexible and comfortable training environment equipped with advanced IT equipment, including a video-conference system, multi-touch interactive boards and audience response systems.

UNSSC also revamped its external web presence and intranet in 2012 to better reflect its new organizational structure, and to make these tools more effective and user friendly for all of its audiences. It also made better use of its electronic communications by issuing monthly course announcements as a way of more effectively reaching beneficiaries with information on upcoming events and learning opportunities. These external outreach and communications initiatives have served to help the College reach its stakeholders in a more timely and coherent manner, while strengthening its image and reputation as a professional learning services provider.



AN INNOVATIVE
PORTFOLIO

UNSSC’S PORTFOLIO OF SUBSTANTIVE AND THEMATIC OFFERINGS WAS REVISED AND EXPANDED IN 2012 TO BETTER MEET THE NEEDS OF RAPIDLY EVOLVING UNITED NATIONS’ PRIORITIES. THE NEW OFFERS ROLLED OUT IN 2012 ENCOMPASSED ALL SIX THEMATIC AREAS OF THE COLLEGE, AND AMOUNTED TO A TOTAL OF 87 DISTINCTIVE LEARNING AND TRAINING EVENTS CONDUCTED BOTH IN-PERSON AND ONLINE. ALSO OF NOTE, THE YEAR’S CURRICULUM COMPRISED A VARIETY OF 48 DIFFERENT TYPES OF OFFERINGS, OF WHICH 20 WERE NEWLY DESIGNED, FIRST-TIME PRODUCTS.

HIGHLIGHTS OF NEW OFFERS FROM 2012

Training in the **Art of Communications** was offered in February and July at the Turin Campus with the aim of helping participants improve their practical knowledge of communication methods and techniques, and to strengthen their professional capacities for performing media relations work. Speakers included senior current and former UN communications experts. Throughout the training, participants broadened their knowledge on the role of the spokesperson, on designing public outreach campaigns and communications strategies, and on the techniques used for handling press relations in various contexts, including in crisis communications situations.

The inaugural session of the **UN Summer Academy** was held in Turin in 2012 and offered an executive space for learning and debate on the theme “A New Global Development Partnership”. The event provided an open forum and relaxed environment for stimulating creative thinking and intellectual and practical knowledge sharing amongst development practitioners who attended from 26 countries - representing a diverse group of UN agencies, national governments, civil society organizations and the private sector. In the final evaluation a strong call was made for the event to become a regular part of the the College’s portfolio and to be offered annually.

A Training of Trainers workshop on **Advanced Business Operations** was also offered to promote harmonized business practices, as were courses on **Skills and Tools for Effective Programming**, which provided training to help advance UN coherence and for improving the quality and effectiveness of programming at the country level. In addition, a business operations community of practice - comprised of more than 280 members - was also launched with UNSSC support to provide a forum for knowledge exchange and to capture and share good business practices.

The long-standing **Young Professional Officers Development Programme** was redesigned during the year to ensure that it remains timely, focused, sustainable and that it succeeds in its multiple aims of building practical skills, addressing current challenges and cultivating a shared sense of purpose in working for the UN. A pilot edition of the newly designed course was offered in December, in partnership with the UN Office of Human Resources Management.

“I can highly recommend this course, which definitely is standing out as compared to usual workshops and trainings in the approach, content and the possibility to network with other agency leaders across the globe.”

“While debriefing my boss about the training, I told him that this training will definitely be reflected in my autobiography as one of those ‘defining moments’.”

“It is always powerful when you bring young people together from different parts of the Organization and you confront them with the latest insights on what is going on in the world, what is going on inside in the UN, what are the views of outsiders from the business or the academic world.”

“An excellent networking and learning opportunity. It is something that needs to be replicated and repeated.”

“The programme reinforced the importance of big thinking, innovative thinking, creative thinking - it taught me that we have a lot to learn from one another in the work that the UN does.”



Engaging with new, emerging and non-traditional development partners was the focus of a course introduced by the College in 2012 on **Building Partnerships for Development Effectiveness**. The UN is increasingly seeking to interact with and broaden its base of development partners, and is looking to engage international actors such as philanthropic foundations, academic and faith-based organizations and multinational corporations. Training and guidance focused on how best to approach and manage partnership work with non-traditional actors, and conveyed important information regarding the “do’s” and “don’ts” of their engagement.

A new 4-day course to strengthen UN staff capacity in adopting a political approach to address **election-related violence** was designed in 2012. After a pilot organized in the month of March, the course was conducted in July in Istanbul and in December in Entebbe with the kind support of the Swiss Federal Department of Foreign Affairs. The training programme provides participants with practical knowledge about elections, skills in election-related conflict analysis and risk mapping, as well as violence mitigation tools to be used in transitional, post-conflict and fragile contexts. The course has been developed in close partnership with the Electoral Assistance Division (EAD) of the United Nations Department of Political Affairs.

UN system organizations are adopting **the International Public Sector Accounting Standards (IPSAS)** to strengthen their accounting practices, and the training of staff is viewed as an essential component in the successful roll-out of this important initiative. A Training of Trainers programme offered by the College was designed to support UN efforts for ensuring a smooth transition to IPSAS by strengthening the training and learning management competencies of staff involved in the roll-out process, and by helping orient staff to training and facilitation methods needed for IPSAS adoption.

Working to support the undg and the CEB High Level Committee on Management’s Plan of Action on the harmonization of business practices, the College re-focused its related training and learning packages to assist in the implementation of the plan’s recommendations at the country-level. Through its new courses on **Operations Management Skills Training**, the College helped to increase capacities of Operations Management Teams (OMTs) to ensure that programme and operations work are more inter-linked and work in synergy.

“We also shall acknowledge that a significant effort was made from the UNSSC’s side in ensuring a well-thought out mixture of theoretical knowledge and actual exercises to practice acquired skills on site.”

“Thank you so much for conducting such brilliant training for us. To be honest, it was one of the best training I attended.”

“Many high quality speakers were indeed impressive. The diversity of participants is great feature of the programme.”

“The programme was not rushed and allowed for reflection. It introduced issues presented by people who did not have a UN perspective - very refreshing. The group was diverse, open and I learnt a lot.”

“Excellent organisation, very good programme, well balanced.”

“I would like to express our deep appreciation for UNSSC’s efforts in investing into staff development and professional growth with the theories that best fit UN current most burning learning needs and gaps.”

Courses on **Persuasive Public Speaking** were held for UN staff seeking to improve their ability to deliver speeches, make presentations and respond to questions in formal settings such as in UN conferences, forums and committees. The curriculum focused on enabling participants to sharpen skills needed to simply and effectively structure and deliver speeches and impromptu interventions; to perfect voice, gesture and body language techniques in order to improve delivery in the absence of traditional visual aids; and to build self-confidence, poise and overall presentation skills.

In support to UN Women, UNSSC focused attention on developing a series of leadership initiatives tailored to respond to their specific needs and context. These efforts included facilitating a regional strategic planning workshop and a global retreat which assembled senior UN Women leaders for the first time, as well as the organization of two workshops on **Leadership Development for UN Women Representatives** and senior managers. The workshops aimed at sharpening their leadership and management skill vis-a-vis UN Women’s vision and management procedures.

The College also focused efforts in 2012 on expanding the scope of its beneficiaries for its training and learning products, successfully launching the first of a series of online courses designed specifically for **UN support staff** - Skills for the Administrative Assistant. This course assists UN organizations seeking to strengthen staff competencies needed for effective office work - an area too often neglected, but essential for ensuring optimum performance and delivery. Based on feedback and interest received, UNSSC plans to further increase its offerings in this area in 2013.

Throughout the year, the College received requests to **design and facilitate inter-agency meetings**, and to provide a space for knowledge-sharing and exchange, brainstorming and reflection. One such instance was the convening of a strategic meeting for Human Resources Directors that brought together approximately 40 HR Directors from the UN system to offer insights on talent, diversity and mobility management issues, as well as on the professionalization of the HR function and the grooming of future leaders.

“The course allows us to tap into the expertise of other colleagues in the field and to learn from their experiences.”

“The course has provided me with an opportunity to better understand the inter-agency mechanics and the Delivering as ONE UN concept.”

“I feel privileged to have been able to follow the course at professional and personal levels. What I especially welcomed is your very strong focus on being honest and genuine + true (to yourself, others and values). Chapeau!!!!”

“The critical approach to all the issues was crucial for the high quality of the course. The course is a very good basis for further reflection on the UN and on our proper role.”

“I most valued the opportunity to step back from my daily situation, learn from the leadership reflections during the week and apply the lessons learned back to my own management and leadership style, the leadership of my supervisors and subordinates. I see things quite differently now.”

“I truly enjoyed both courses I did this year with you, so hopefully I will be in Turin another time!”





Mr. Giorgetto Giugiaro
Car Designer
UNSSC, November 2012

DRIVING INNOVATION FROM THE TOP

UNSSC has moved closer to achieving its objective of becoming the UN's center of excellence for leadership development, and has worked to innovate and expand its portfolio of leadership offerings for senior staff. In recognition of its accomplishments in this area, the College was approached in the last year by individual senior officials, numerous UN agencies, and then formally mandated by its Board of Governors, to offer a learning exchange programme for senior staff serving at the Under Secretary-General and Assistant-Secretary-General levels.

The UN Leadership Exchange was then designed and held in November to provide a unique space to explore the strategic role of the United Nations, and to align and refine individual and collective leadership skills needed for addressing global challenges and issues. Senior participants, representing eight UN entities and seven duty stations, unanimously recommended that the UN Leadership Exchange be repeated and become a mandatory learning event at the College.

The College also organized the fifth Retreat for the UN Secretary-General in September, which brought together the highest ranking UN staff, including the UN Secretary-General, UN Deputy Secretary-General and 44 other senior officials. The two-day discussion focused on the implications of operating in a fast moving global environment, and on how the UN system can improve the way it responds to rapidly evolving contextual challenges.

The UN Leaders Programme, an acclaimed training course for promoting effective leadership at the Director level, continues to be rated as one of the most important and creative leadership development programmes in the UN system.

Director-level UN staff from 12 UN entities participated in the 9th edition of the UN Leaders Programme, which focused on the theme of Leadership, Ethics and Accountability, while the 10th edition of the course was offered regionally for the first time in November in Singapore, organized in partnership with the Lee Kwan Yew School of Public Policy, University of Singapore.

Focusing on the theme "Global Power Shifts and Leadership", it provided a space to analyze and discuss the rise of geopolitical forces in Asia that are shaping and driving change.

Also of note in 2012, the College continued to offer the popular course UNCT Leadership and Coordination Skills. Designed for UN Resident Coordinators and agency field representatives, it was held four times during the year and provided training to 112 senior UN staff, with each session drawing, on average, participants from 12 UN entities and 24 duty stations. This course remains a mandatory part of the Induction Programme for newly appointed UN Resident Coordinators and continues to be highly valued and recommended for improving the leadership capacity of UNCTs.

In December, UNSSC convened the latest edition of its Dialogue Series focusing on the theme "Peace Operations in 2025: Matching Realities, Needs and Capabilities to Future Scenarios".

The initiative is an annual knowledge sharing event for Deputy Special Representatives of the Secretary-General (DSRSG) and selected headquarters staff. It is funded by the Government of Germany and implemented in partnership with the Zentrum für Internationale Friedenseinsätze (ZIF) in Berlin. This event is known for promoting the sharing of good practices and lessons learned drawn from both the UN system and external sources, and for assisting the DSRSGs in analyzing and addressing complex issues which often require immediate action and well-coordinated solutions.

"We must rejuvenate our management and develop the emerging leaders of the future more systematically and more strategically."

Ban Ki-moon
UN Secretary-General

NEW METHODOLOGIES FOR NEW CHALLENGES

As a learning and training institution, effective knowledge management and sharing are central to the College's operating principles and work. At the core of the College's programmes and philosophy is the premise of the cyclical concept. This entails generating new ideas and identifying tested solutions to problems; creatively codifying them for learning purposes; sharing them with others; using simulation learning models; and finding ways to apply new and tested ideas to context-specific challenges and programmes.

In relying on this pedagogical underpinning for its courses, the College routinely employs a variety of well-tested techniques and tools, including case study methodologies; peer to peer exchanges; establishing consultative and reference groups; disseminating important knowledge resources; and facilitating knowledge exchange and inter-agency collaboration - including through inter-agency networks, communities of practice and advisory services.

The effective use of knowledge management was promoted as a means for increasing organizational efficiency and for boosting innovation across the UN system, as well as for sharing lessons and good practices, building internal synergies and enhancing performance and results. In keeping with this core belief, the College offered two related events in 2012: the Learning Managers Forum, which brought together key staff in the UN learning and training community to share competencies, good practices and experiences; and a customized edition of the course Think UN, Act Smart, which provided participants with a hands-on and pragmatic approach for utilizing knowledge management tools and techniques. Both events have been held successfully for several years and continue to be positively received and evaluated.

The College also focused efforts in 2012 on developing knowledge products in collaboration with key partners. A EU-UN online course was launched with the UN Interagency Framework Team for Preventative Action on "Strengthening Capacities for Sustainable Management of Land and Natural Resources in Conflict Affected and Fragile States". It aims to build capacity needed for identifying links between natural resource challenges and conflict. In another effort, the College supported the development of UNICEF's Conflict Sensitivity and Peacebuilding training package, which is currently being rolled out as part of UNICEF's Global Programme on Education and Peacebuilding.

"We must keep pushing to build [...] a UN that innovates and draws on the power of social media and new technologies, a UN that helps solve real-world problems in real-time."

Ban Ki-moon, *UN Secretary-General*

UNSSC continued investments during the year aimed at expanding the scope and number of online distance learning courses: its portfolio notably increased from only 2 courses in 2011 to 9 courses in 2012. Such courses addressed a variety of topics, ranging from management and communication skills to instructional design and conflict analysis for prevention and peacebuilding.

Furthering its role as a knowledge services and e-learning provider in the UN, the College has also stayed active in offering webinars on various themes, and in hosting on-line discussions, free of charge, for UN staff.

PARTNERSHIPS FOR INNOVATION

The growing number of UN entities seeking collaborative ventures with the College, in spite of enduring steep budget cuts as a result of the global financial crisis, is a testament of the College's recognition as a center of excellence for training and learning, and of its reputation as a trusted partner. This perception was most recently exemplified by an agreement between UNSSC and UN Women, through which the College agreed to provide a series of strategic events and tools to help UN Women meet its learning and training goals. These interventions include the customizing of workshops on Measurements for Effective Results-Based Management (RBM); gender and data analysis; the facilitation of the Leadership Retreats; Training of Trainers (ToT) courses for gender experts; and the development of a web platform to identify, manage and deploy expertise to support work on gender issues and the advancement of women.

In addition to its on-going partnership with the CEB and the HLCM/P, the College engaged in strategic collaborative work with a host of other UN partners throughout the year. Highlights of partnership initiatives undertaken by UNSSC include collaboration with the UN Development Programme (UNDP) on the course "Building Partnerships for Development Effectiveness"; with UNAIDS and OHCHR on a ToT programme on "Human Rights Based Approach (HRBA) and HIV Programming"; and with the UN Development Operations Coordination Office in training to support UN reform and strengthening the UN Resident Coordinator system.

The College partnered with the ITC/ILO and UNITAR on the UN Summer Academy, and with the UN Department of Economic and Social Affairs in the design of a study on the relevance, effectiveness and efficiency of the UNDAF process.

Outside the UN system, UNSSC continued to strengthen its ties with world renowned learning institutions that provided faculty and support in the design and delivery of its courses. These included: the Centre for Leadership Studies at the University of Exeter; the Harvard Kennedy School of Government; INSEAD; George Washington University; ETH Zürich; Université Libre de Bruxelles, the Lisbon University Institute; the University of Manchester; the University of Cambridge; the Nordic African Institute; the University of Notre Dame; the Franklin & Marshall College; the Lee Kuan Yew School of Public Policy, National University of Singapore and Koç University in Istanbul.

Locally, the College continues to enjoy fruitful partnerships with Turin-based entities including the Compagnia di San Paolo Foundation, the Regional Government of Piedmont, the City of Turin and the Italian Military. Each of these entities, through financial or in-kind contributions, has provided significant assistance to the College, helping to facilitate its work.

Finally, the quality and scope of its offers continue to benefit from the involvement of a large number of former and current senior UN staff who have sought affiliation with the College and who continue to make significant contributions to content development and learning programmes. For a list of prominent UN speakers, please see p. 25 of this report.



CUSTOMIZING LEARNING OPPORTUNITIES FOR STAFF WORLDWIDE

UNSSC’s small and mobile team of experts can be easily deployed to deliver the same high-quality training that is offered in Turin directly to beneficiaries working in field locations - including staff serving in challenging field environments. UNCTs, UN field offices, Specialized Agencies and UN Resident Coordinators regularly call on us for our training expertise and assistance. Furthermore, the College is capable of designing new and highly-tailored ad hoc courses in typically less than six months, filling an important need for clients serving in field locations who require prompt and timely training support.

The College’s activities routinely reach out from its Turin campus to UN headquarters facilities in New York, Geneva and Nairobi, as well as regional hubs and country field locations. As part of its outreach efforts, it increasingly seeks prudent opportunities to add to its e-learning offers, to customize its services and to reach more beneficiaries, wherever they may serve.



At the regional level, examples of important learning initiatives undertaken by UNSSC during the year include a ToT workshop on “Child Protection in Emergencies”, in collaboration with UNICEF’s East Asia Pacific Regional Office

and its partners; an inter-agency workshop on “UN Strategic Learning on Social Norms/Social Change”, in partnership with the UN Population Fund (UNFPA) in Senegal; and courses on RBM, developed in collaboration with the Return on Investment Institute and tailored to meet the learning needs of operational and programme staff serving in duty stations in Africa and in Europe and the CIS.

Special efforts were also made by the College in 2012 to customize learning products in order to meet specific in-country needs and situations. With regards to peace operations in particular, the College recognizes that the contexts in which these missions operate are volatile and fragile, requiring a flexible and highly-tailored learning approach that can be readily adapted to the ever-changing realities on the ground. UNSSC provided such support to the UN Mission for the Referendum for Western

Sahara/Sahel, through in-country training on Safe and Secure Approaches to Field Environments. It also supported the UN Assistance Mission in Afghanistan with customized courses on “Applied Conflict Analysis for Prevention and Peacebuilding”, and on “Decentralised Governance and Conflict Prevention and Peacebuilding”.

UNSSC also demonstrated its ability to adapt its learning products to support staff working in the important area of Development and Human Rights. It customized and delivered two skills training workshops and a ToT on HRBA and RBM for UN agencies operating in Tunisia, and for Tunisian civil society and government counterparts. In another example of its flexibility, the College customized training for the UNCT in Vietnam, so that it could better provide public policy advice and support for the country in the reform process of its national development strategy.

In 2012, the College underwent an important internal restructuring process with the goal of devising a more flat and dynamic business model that maximizes internal efficiency. A more agile administrative unit renamed Operations was put in place to support UNSSC programme activities in the areas of Finance, Human Resources, Information & Communications Technology, Procurement and Legal Services. A new External Relations function was also created with a view of enhancing the College’s financial portfolio by targeting traditional and non-traditional donors to support its activities. This new organizational structure was instrumental in helping the College solidify its funding base and generate US\$ 5,429 million from fee-based courses and joint ventures with UN partners. These achievements were the direct result of a conscious strategy that sought to lessen donor dependency while strengthening and expanding strategic partnerships. To achieve greater business efficiency, transparency and accountability, new tools, policies and mechanisms were introduced by the College in 2012, a programme audit was also conducted by the Expert Technical Review Panel (ETRP) on quality assurance. In its remarks, the audit commended the College for the quality of its offerings and for shifting its programming to better respond to current UN system needs and priorities. Also during the year, with the goal of providing participants with technologically advanced training, the College undertook upgrading its training facilities in Turin. UNSSC classrooms have been configured to provide a more flexible and comfortable training environment equipped with innovative IT equipment, including a video-conference system, multi-touch interactive boards and audience response systems. UNSSC also revamped its external web presence and intranet in 2012 to better reflect its new organizational structure, and to make these tools more effective and user friendly for all of its audiences. It also made better use of its electronic communications by issuing monthly course announcements as a way of more effectively reaching beneficiaries with information on upcoming events and learning opportunities. These external outreach and communications initiatives have served to help the College reach its stakeholders in a more timely and coherent manner, while strengthening its image and reputation as a professional learning services provider.

“Changing with changing times and evolving needs has to become a way of life at the United Nations.”

Ban Ki-moon
UN Secretary-General

SOME OF OUR 2012 PROMINENT SPEAKERS...

HIS ROYAL HIGHNESS CROWN PRINCE HAAKON OF NORWAY

Goodwill Ambassador for UNDP

PROF. JOHN ADAIR

Leading Leadership Author

MR. SAMUEL ARANDA

Photographer, Winner of the World Press Photo 2012

MR. PETER BAKKER

President, World Business Council for Sustainable Development (WBCSD), Ambassador Against Hunger, UN World Food Program, and Chairman of War Child, Netherlands

PROF. FANTU CHERU

Senior Research Fellow at the Nordic Africa Institute in Uppsala, Sweden (Research Director, 2007-2011) and Emeritus Professor of African & Development Studies at American University in Washington, DC

MR. GIORGETTO GIUGIARO

World-renowned car designer and Chairman of Italdesign Giugiaro

SIR RICHARD JOLLY

Honorary Professor and Research Associate of the Institute of Development Studies (IDS) at the University of Sussex and former Deputy Executive Director, UNICEF

PROF. ROGER LEHMAN

Affiliate Professor of Entrepreneurship and Family Enterprise, INSEAD

MS. ELLEN MARGRETHE LOJ

Former Special Representative of the Secretary General in Liberia and Ambassador to the UN for Denmark

PROF. KISHORE MAHBUBANI

Dean and Professor in the Practice of Public Policy of the Lee Kuan Yew School of Public Policy at the National University of Singapore

DR. EMMA MAWDSLEY

Senior Lecturer at Cambridge University in the Department of Geography

DR. THORAYA OBAID

Former Under Secretary General and Executive Director, UNFPA

PROF. MICHAEL PENN

Professor and Department Chair of Psychology at Franklin & Marshall College, USA

MS. TAN PIN PIN

Filmmaker and activist

PROF. MARIA JOÃO RODRIGUES

Special Advisor to the EU Presidencies & to the European Commission, and Professor of European Economic Policies at the Institute for European Studies, Université Libre de Bruxelles (IEE-ULB) & Lisbon University Institute (ISCTE-IUL)

MR. HANS GRAF VON SPONECK

Former Assistant Secretary-General and Humanitarian Coordinator in Iraq

PROF. RORDEN WILKINSON

Professor of International Political Economy in the School of Social Sciences and Research Director of the Brooks World Poverty Institute (BWPI) at the University of Manchester, UK

PROF. DEAN WILLIAMS

Lecturer in Public Policy at Harvard Kennedy School of Government, USA,

DR. ERDAL YILDIRIM

President of the Vehbi Koç Foundation



FACTS AND FIGURES

LEARNING ACTIVITIES FOR 2012
WITH NUMBER OF PARTICIPANTS

MONTH	LEARNING EVENT	VENUE	NO. OF PART.
JANUARY	Human Rights Based Approach (HRBA) and Results Based Management (RBM)	TUNISIA	40
	Human Rights Based Approach (HRBA) and Results Based Management (RBM)	TOGO	40
	Human Rights Based Approach (HRBA) and Results Based Management (RBM)	TUNISIA	40
	Strategic Planning Retreat	SOUTH AFRICA	40
	UN Women Leaders Retreat	USA	87
	Persuasive Public Speaking	USA	10
	Strategic Planning Retreat	CAMEROON	35
	Training of Trainers on Human Rights Based Approach (HRBA) and Results Based Management (RBM)	TUNISIA	23
	Training of Trainers	USA	20
	Conflict Analysis for Prevention & Peacebuilding for MONUSCO	ONLINE	57
FEBRUARY	Applied Conflict Analysis for Prevention and Peacebuilding	ITALY	22
	Measurements for Effective Results Based Management	KAZAKHSTAN	34
	Human Resources Directors Retreat	SWITZERLAND	46
	Effective Policy Advice in a Middle-Income Country	VIETNAM	39
	Art of Communications	ITALY	27
	Operations Management Skills Training	THAILAND	58
	Strategic Planning Retreat	LIBERIA	70
MARCH	Atelier Conjoint Gouvernement de Guinée et ONU: Plan Prioritaire de Consolidation de la Paix en Guinée : Aspects programmatiques	GUINEA	33
	Strategic Planning Retreat	SUDAN	49
	A Political Approach to Preventing and Responding to Electoral Violence and Other Election Related Political Crises	USA	17
	UN STEP - Skills and Tools for Effective Programming	ITALY	27
	UN Country Team (UNCT) Leadership & Coordination Skills	ITALY	25
	Evaluation and Impact Assessment (EIA) of Learning - COURSE	ITALY	15
	Secure & Safe Approaches to Field Environments (SSAFE) support mission for MINURSO	WESTERN SAHARA	13
	Evaluation and Impact Assessment (EIA) of Learning - CLINIC	ITALY	11
	IPSAS Training of Trainers	SWITZERLAND	19
	Training of Trainers on Human Rights-based Approach to HIV Programming	ITALY	30

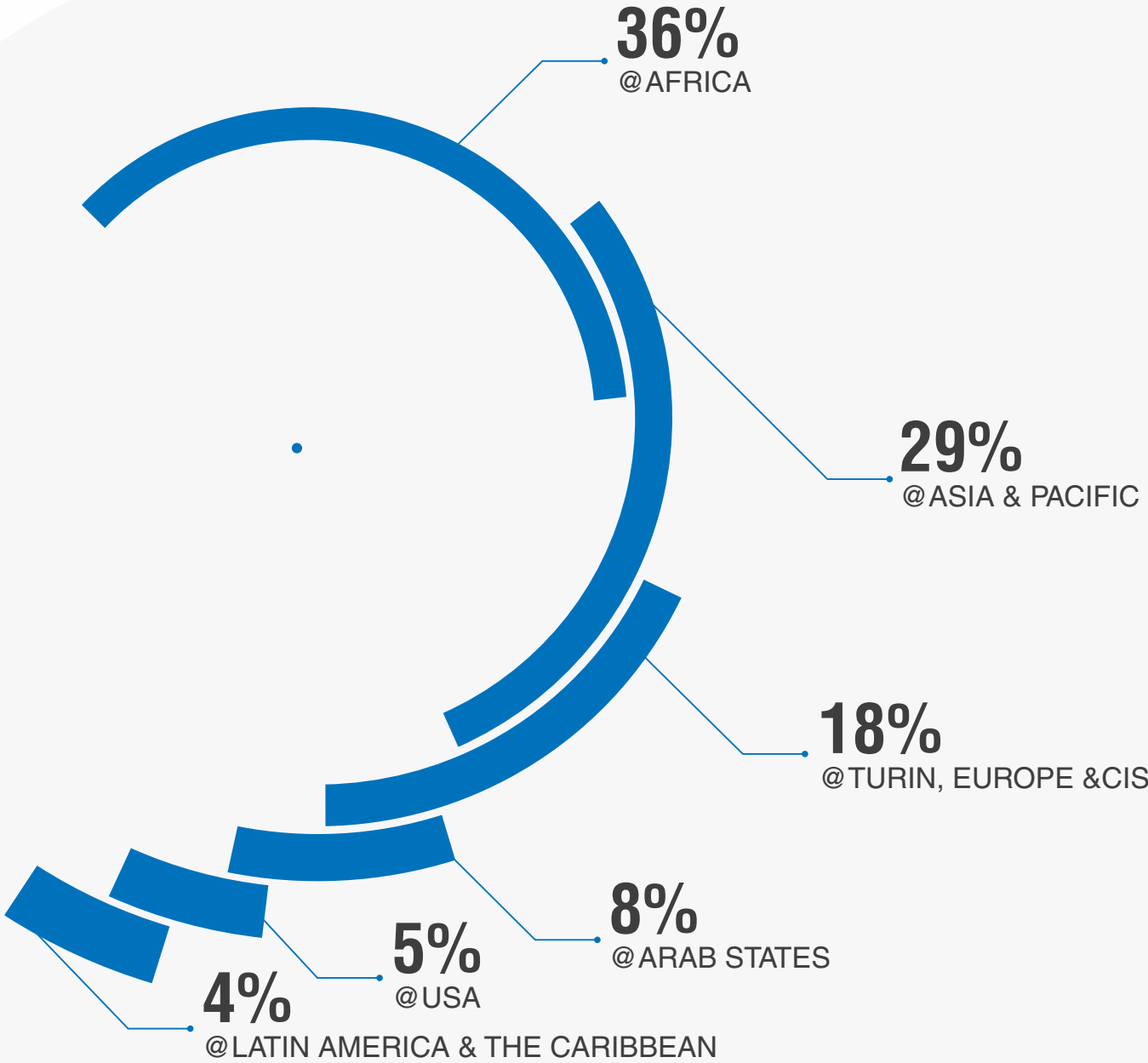
APRIL	Conflict Analysis for Prevention & Peacebuilding	ONLINE	48
	Decentralized Governance and Conflict Prevention & Peacebuilding	ITALY	25
	Conflict Sensitivity and Peacebuilding Programming	USA	22
MAY	Train-the-Trainer	ONLINE	9
	Seminar for Special and Personal Representatives of the Secretary-General (SRSG) in partnership with UNITAR	SWITZERLAND	50
	Applied Conflict Analysis for Prevention and Peacebuilding for UNAMA	AFGHANISTAN	25
	Decentralized Governance and Conflict Prevention & Peacebuilding	AFGHANISTAN	30
	Strategic Planning Retreat	RWANDA	62
	Applied Conflict Analysis for Prevention and Peacebuilding for UNAMA	AFGHANISTAN	31
	Decentralized Governance and Conflict Prevention & Peacebuilding	AFGHANISTAN	30
	Instructional Design Skills	ONLINE	14
JUNE	UN Unified Rule of Law Training	ITALY	31
	Learning Managers Forum	ITALY	31
	Conflict Sensitivity for UNSAS Programming	KENYA	20
	UN Leaders Programme: Leadership, Ethics & Accountability	ITALY	19
	UN Country Team (UNCT) Leadership & Coordination Skills	ITALY	30
	Conflict Sensitivity for UNSAS Programming	SOMALIA	17
	Manual on Social Change Validation Workshop	SENEGAL	20
	Conflict Sensitivity for UNSAS Programming	SOMALIA	22
	Strategic Planning Retreat	BHUTAN	54
	Strategic Planning Retreat	CUBA	40
JULY	Applied Conflict Analysis for Prevention and Peacebuilding	ITALY	29
	Training of Trainers for the undg Experts Roster on Results Based Management	ITALY	24
	A Political Approach to Preventing and Responding to Electoral Violence and Other Election Related Political Crises	TURKEY	26
	Art of Communications	ITALY	16
AUGUST	Measurements for Effective Results-Based-Management	KENYA	37
	UN Summer Academy	ITALY	39
SEPTEMBER	The Secretary-General's Retreat	ITALY	49
	UN Country Team (UNCT) Leadership & Coordination Skills	ITALY	35
	Advanced Business Operations Training of Trainers	ITALY	33
	Training of Trainers: Child Protection in Emergencies in the Asia Pacific Region	THAILAND	22
	Conflict Analysis for Prevention & Peacebuilding	ONLINE	37
	Measurements for Effective Results Based Management	ONLINE	26
	Strategic Planning Retreat	TOGO	31



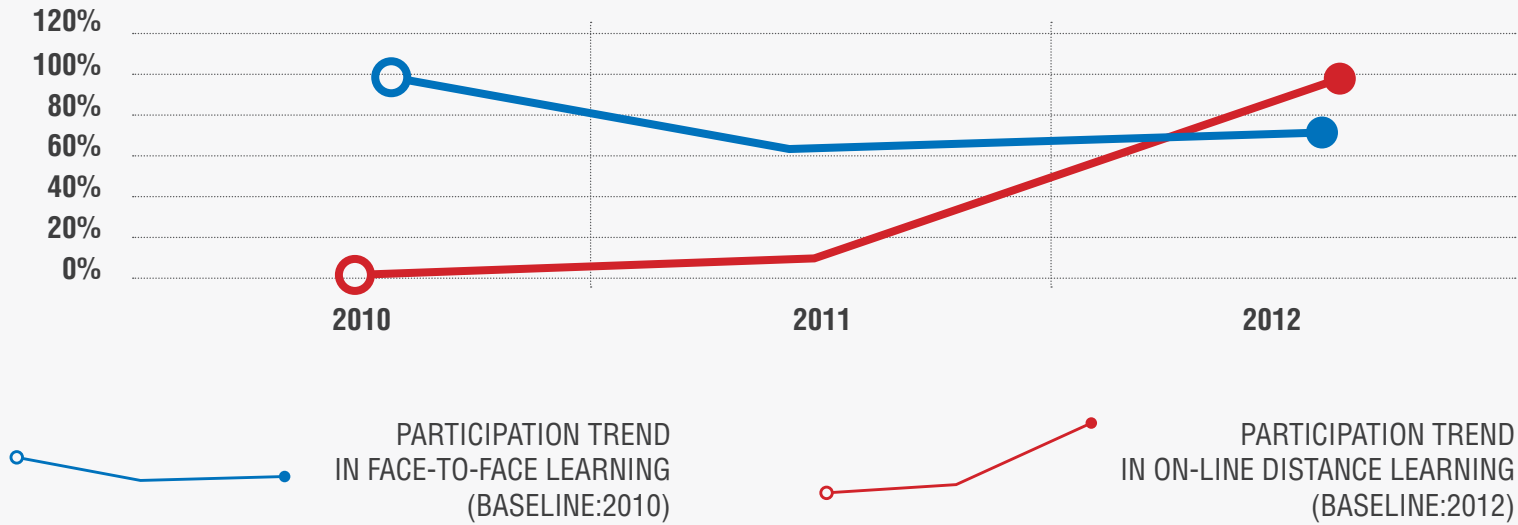
^	Strategic Planning Retreat	BENIN	52
	Strategic Planning Retreat	CUBA	40
	Leadership Development Workshop for UN Women Representatives and Senior Managers	ITALY	16
OCTOBER	Instructional Design Skills	ONLINE	12
	Strategic Planning Retreat	NAMIBIA	81
	UN STEP - Skills and Tools for Effective Programming	ITALY	24
	Strategic Planning Retreat	OCCUPIED PALESTINIAN TERRITORIES	38
	UN Country Team (UNCT) Leadership & Coordination Skills	ITALY	30
NOVEMBER	Building Partnerships for Development Effectiveness	USA	31
	Decentralized Governance and Conflict Prevention & Peacebuilding	BANGLADESH	16
	UN Leadership Exchange	ITALY	9
	Train-the-Trainer	ONLINE	11
	Leadership Development Workshop for UN Women Representatives and Senior Managers	ITALY	21
	Conflict Analysis for DPA and DPKO	USA	25
	Operations Management Skills Training	ITALY	28
	Strategic Planning Retreat	NIGER	65
	Skills for the Administrative Assistant	ONLINE	45
	Decentralized Governance and Conflict Prevention & Peacebuilding	ITALY	17
	UN Leaders Programme: Leadership and Global Power Shifts	SINGAPORE	30
	Strategic Planning Retreat	CONGO	48
DECEMBER	A Political Approach to Preventing and Responding to Electoral Violence and Other Election-related Political Crises	UGANDA	41
	Advanced Training Skills and Simulations Development	ITALY	20
	UN Orientation and Career Support Programme for Young Professionals	USA	36
	Advanced Training Skills and Simulations Development	NETHERLANDS	18
	Think UN, Act Smart: Leveraging Experience and Good Practice	USA	42
	Annual Dialogue Series for Deputy Special Representatives of the Secretary-General	ITALY	16
ALL YEAR	Secure & Safe Approaches to Field Environments (SSAFE) courses run by UNSSC-certified trainers	WORLD-WIDE	3,708

FACE-TO-FACE LEARNING PARTICIPANTS	6,222
ONLINE DISTANCE LEARNING PARTICIPANTS	259
USERS OF UNSSC WEB-BASED LEARNING TOOLS	2,868
TOTAL UNSSC BENEFICIARIES	9,349

FACE-TO-FACE LEARNING ACTIVITIES
DELIVERED BY GEOGRAPHICAL AREA IN 2012



PARTICIPATION IN UNSSC COURSES BY
LEARNING MODALITY (2010-2012)



FINANCIAL DATA

EXPENDITURE BY BIENNIA

(expressed in US dollars)

OBJECT CLASS	2008 - 2009 BIENNIUM EXPENDITURE	2010 - 2011 BIENNIUM EXPENDITURE	2012 - 2013 BIENNIUM EXPENDITURE
SALARIES AND OTHER PERSONNEL COSTS	\$10,961,334	\$13,421,704	\$13,828,730
TRAVEL	\$2,923,533	\$3,419,126	\$1,399,361
CONTRACTUAL SERVICES	\$514,418	\$581,747	\$634,103
OPERATING EXPENSES	\$2,228,982	\$2,137,106	\$1,364,301
ACQUISITIONS	\$264,480	\$348,513	\$289,286
TOTAL EXPENDITURE	\$16,892,748	\$19,908,196	\$17,515,780

- Note:**
1. 2008-2009 expenditure is based on the UNOG statement of income and expenditure for the biennium 2008-2009 ending 31 December 2009
2. 2010-2011 expenditure is based on the UNOG statement of income and expenditure for the biennium 2010-2011 ending 31 December 2011
3. 2012-2013 expenditure is based on financial data generated from IMIS for the biennium 2012-2013 ending 31 December 2012 and approved budget for the year 2013

EXPENDITURE BY YEAR

(expressed in US dollars)

OBJECT CLASS	2010 EXPENDITURE	2011 EXPENDITURE	2012 EXPENDITURE	2013 EXPENDITURE
SALARIES AND OTHER PERSONNEL COSTS	\$6,661,160	\$6,760,544	\$6,014,569	\$7,814,160
TRAVEL	\$2,370,761	\$1,048,365	\$691,721	\$707,640
CONTRACTUAL SERVICES	\$194,900	\$386,846	\$338,203	\$295,900
OPERATING EXPENSES	\$1,345,605	\$791,501	\$601,551	\$762,750
ACQUISITIONS	\$206,825	\$141,688	\$98,286	\$191,000
TOTAL EXPENDITURE	\$10,779,252	\$9,128,944	\$7,744,330	\$9,771,450

- Note:**
1. 2010 expenditure is based on the UNOG statement of income and expenditure for the biennium 2010-2011 ending 31 December 2010
2. 2011 expenditure is based on financial data generated from IMIS for the biennium 2010-2011 ending 31 December 2011
3. 2012 expenditure is based on financial data generated from IMIS for the biennium 2012-2013 ending 31 December 2012
4. 2013 expenditure is based on the approved budget for the year 2013



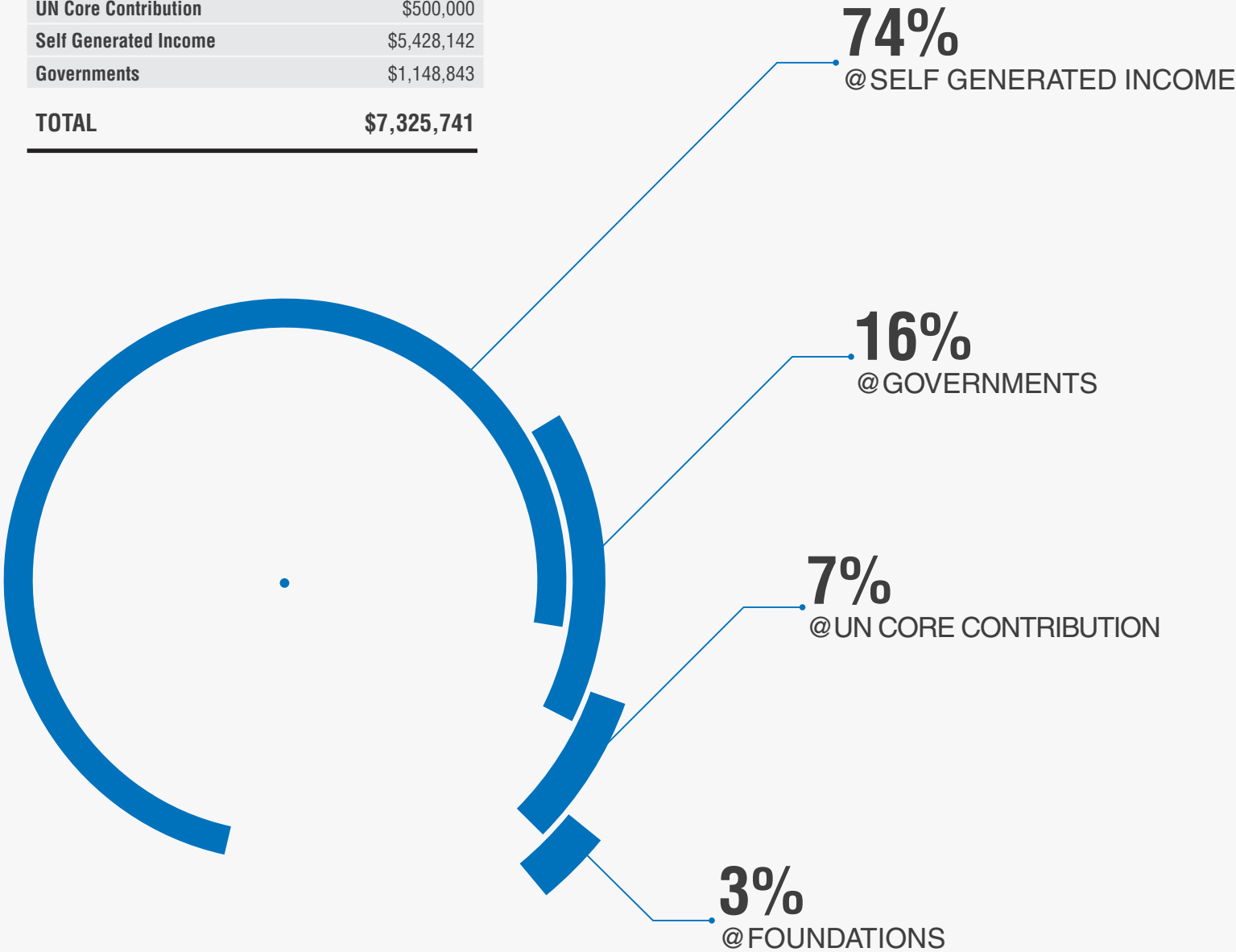
UN AGENCIES' CORE CONTRIBUTIONS FOR 2012

(expressed in US dollars)

AGENCY	CONTRIBUTION FOR 2012
FAO	\$36,934
IAEA	\$20,789
ICAO	\$8,458
IFAD	\$3,549
ILO	\$25,130
IMO	\$3,093
ITU	\$8,133
UNDP	\$36,630
UNESCO	\$24,998
UNFPA	\$7,849
UNHCR	\$35,687
UNICEF	\$48,140
UNIDO	\$7,403
United Nations	\$150,424
UNOPS	\$7,068
UNRWA	\$2,130
UPU	\$1,714
WFP	\$13,964
WHO	\$47,572
WIPO	\$7,575
WMO	\$2,758
TOTAL	\$500,000

ORIGIN OF CONTRIBUTIONS FOR 2012
(expressed in US dollars)

	CONTRIBUTION IN 2012
Foundations	\$248,756
UN Core Contribution	\$500,000
Self Generated Income	\$5,428,142
Governments	\$1,148,843
TOTAL	\$7,325,741



BALANCE SHEET AS OF 31 DECEMBER 2012V
AS PROVIDED BY THE UNITED NATIONS OFFICE IN GENEVA (UNOG)
(expressed in US dollars)

ASSETS	
CASH AND TERM DEPOSITS	\$963,130
CASH POOL	\$12,904,152
UN AGENCIES CONTRIBUTIONS RECEIVABLES	\$563,148
INTERFUND RECEIVABLE	\$150,179
DEFERRED EXPENDITURES	\$22,770
TOTAL ASSETS	\$14,603,380

LIABILITIES	
DEFERRED PAYABLE	\$(402,038)
DEFERRED INCOME	\$(500,000)
UNLIQUIDATED OBLIGATIONS	\$(253,371)
TOTAL LIABILITIES	\$(1,155,408)

RESERVES AND FUND BALANCES	
OPERATING RESERVES	\$(1,161,650)
REFUND TO DONORS	\$76,960
PRIOR PERIOD SAVINGS	\$(171,574)
OTHER ADJUSTMENT TO RESERVE AND FUND BALANCES	\$3,000
CUMULATIVE SURPLUS (DEFICIT)	\$(12,194,708)
TOTAL RESERVES AND FUND BALANCES	\$(13,447,972)

TOTAL LIABILITIES RESERVES AND FUND BALANCES	\$(14,603,380)
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GLOSSARY OF ACRONYMS

CEB: Chief Executives Board
DSRSG: Deputy Special Representatives of the Secretary-General
DOCO: UN Development Operations Coordination Office
ETRP: Expert Technical Review Panel
HLCM: High-Level Committee on Management
HRBA: Human Rights-Based Approach
ITC/ILO: International Training Centre of the International Labour Organization
OHCHR: Office of the High Commissioner for Human Rights
OHRM: UN Office of Human Resources Management
RBM: Results-Based Management
SSAFE: Safe and Secure Approaches in Field Environments
ToT: Training of Trainers
UN: United Nations
UNAIDS: Joint United Nations Programme on HIV/AIDS
UNCT: United Nations Country Team
UNDAF: United Nations Development Assistance Framework
UNDG: United Nations Development Group
UNDP: United Nations Development Programme
UNESCO: United Nations Educational, Scientific and Cultural Organization
UNFPA: United Nations Population Fund
UN-Habitat: United Nations Human Settlements Programme
UNHCR: United Nations High Commissioner for Refugees
UNICEF: United Nations Children's Fund
UNITAR: United Nations Institute for Training and Research
UNSSC: United Nations System Staff College
WHO: World Health Organization
WFP: World Food Programme





The UNSSC thinks about the environment. This book has been printed on fully recycled paper. Turin, April 2013
UNSSC Green Office Initiative: green@unssc.org





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Based in Turin, Italy, the United Nations System Staff College (UNSSC) is the primary provider of inter-agency training and learning for staff of the United Nations system. Its overall objective is to promote and support UN inter-agency collaboration, increase the operational effectiveness of the UN system as a whole and provide UN staff with the required skills and competencies to face today's global challenges.

The UNSSC conducts a variety of learning and training activities, in Turin, UN Headquarters as well as at the regional and country level. All such activities effectively respond to the cross-agency, far-reaching reform agenda of the United Nations.

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