United Nations System Staff College
Annual Report 2013
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
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It is my pleasure to introduce our 2013 Annual Report, sharing our accomplishments in the field of learning and training for the UN system. As the principal learning and training organization for the wide spectrum of UN agencies, the Staff College delivers learning opportunities which are distinctively designed for United Nations personnel. Our priorities are determined by the staff of less than forty and in a global financial environment that poses many challenges.

In 2013, UNSSC’s courses, workshops, conferences, and knowledge products maintained their extensive impact, consolidating our central role in inter-agency learning, training, and knowledge-sharing. The Staff College continued to make steady progress in the level and diversification of our overall funding, the thematic focus of courses, and most importantly, the quality of our services. As the introduction of a process of systematic independent review to help us fine-tune and measure the impact of our offerings, we commissioned independent evaluations of some of our flagship courses. Based on rigorous studies using the ROI methodology, the researchers concluded that the leadership programmes under review were achieving their objectives and making a positive impact on the overall effectiveness of the UN.

During the year, the Staff College delivered learning programmes in nearly fifty countries around the world, addressing a wide range of thematic and regional demands. Whether facilitating Strategic Planning Retreats in UN Development Assistance Framework roll-out countries, training UN country teams on conflict analysis for catalytic peacebuilding, or partnering with world-renowned academic institutions to develop custom-made leadership trainings, we built staff capacity to address the most critical challenges facing the UN. We further expanded our global footprint by conducting training of trainers on strategic topics, and leveraged our online resources to make our offerings more accessible and convenient to UN staff. All the while, our courses on the Turin campus continued to occupy a unique place in the intellectual landscape of the United Nations, providing a forum for inter-agency learning, knowledge sharing and collaboration in state-of-the-art training facilities.

After a change management process in 2012, resulting in a new business model and a leaner and more agile organizational structure, 2013 was marked by significant strides toward consolidating our central role in inter-agency learning, training and knowledge-sharing. During the year, the Staff College delivered learning programmes in nearly fifty countries around the world, addressing a wide range of thematic and regional demands. Whether facilitating Strategic Planning Retreats in UN Development Assistance Framework roll-out countries, training UN country teams on conflict analysis for catalytic peacebuilding, or partnering with world-renowned academic institutions to develop custom-made leadership trainings, we built staff capacity to address the most critical challenges facing the UN. We further expanded our global footprint by conducting training of trainers on strategic topics, and leveraged our online resources to make our offerings more accessible and convenient to UN staff. All the while, our courses on the Turin campus continued to occupy a unique place in the intellectual landscape of the United Nations, providing a forum for inter-agency learning, knowledge sharing and collaboration in state-of-the-art training facilities.

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Mission: to contribute to a more effective, results-oriented and agile United Nations through learning, training and knowledge dissemination.

Mandate: to serve as a system-wide knowledge management and learning institution, with a view to fostering a cohesive management culture across the United Nations system.


Vision: to provide the skills and knowledge to empower the most valuable resource of the UN system: our people.

Headquarters: Turin, Italy.

Staff Size: 39 staff, 69% directly engaged in learning and training activities.

We Are Known For helping the diverse staff of the UN system to learn together, share experiences, and formulate joint solutions to the challenges facing the UN.

Outreach: our learning and training activities are delivered to UN staff worldwide and can be tailored to context-specific needs. To date, our learning and training services have reached over 80,000 beneficiaries.
The Expert Technical Review Panel (ETRP)

To provide ongoing advice on enhancing and maintaining the College’s learning portfolio and activities, the Board of Governors relies on an Expert Technical Review Panel. The main functions of the ETRP are to conduct programme analysis and quality assurance activities. The ETRP was freshly appointed by the Board 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 2013 ETRP was composed of the following members:

- Ms. Anna Caffarena, Professor of International Relations and Political Science, University of Turin
- Mr. Sean Hand, former Director of Human Resources, UNFPA
- Sir 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
- Ms. Namita Pradhan, former Assistant Director-General, World Health Organization

Organization of the College
March: Visioning Future Excellence
The Staff College embarked on a series of internal retreats to collectively devise a new vision and mission statement for the College of the future.

April: Enhancing Programme and Operational Effectiveness at the Country Level
As the introduction to a new series of activities bringing programme and operations staff together, UNSSC offered a course on Integrated Programme-Operations Planning in Bangkok, Thailand. The course built the capacity of participants to jointly develop and implement results-based, integrated strategies addressing the development and humanitarian needs of countries.

May: Cultivating a Global Conversation on the Role and Agenda of the UN
Inspired by the UN Summer Academy, the Vienna-based UN Organisations invited the Staff College to organise the UN Reflection Forum. The 3-day event brought together more than 100 participants from the UN Organisations, Permanent Missions and non-governmental organizations to discuss the post-2015 agenda, reflect on the rapidly changing development landscape, and focus on the ideas underpinning “A New Global Development Partnership.”

June: Launch of the UN Emerging Leaders Experience
Building on the success of the flagship UN Leaders’ Programme for Director-level participants, the College introduced an Emerging Leaders Programme to prepare mid-level managers for leadership in the United Nations of the future. Using an array of active learning methodologies, the course sought to unravel participants’ leadership potential, build strategic skills for negotiation, and explore effective approaches to leverage personal awareness and leadership impact.

July: Member States Recognise UNSSC’s Contribution
The Economic and Social Council (ECOSOC) adopted a resolution on the UNSSC on 23 July 2013, after the presentation of the Report of the Secretary-General on the work of the College over the last two years. The Resolution (E/2013/L.12) recognized the progress made by the UNSSC in providing high-quality learning and training to the UN, urged all organizations of the UN system to make full and effective use of the Staff College’s services and encouraged Member States to continue to support their work.

August: Successful Independent Evaluation Conducted
To reinforce its mandate as a provider of quality training for the UN system, the College commissioned two independent evaluations of its courses, as a pilot for the rollout of a systematic process. Internationally recognized researchers from the ROI Institute concluded that the leadership courses under review were achieving their objectives and making a positive impact on the UN.

September: Building Crucial Skills for Staff at All Levels through Distance Learning
As part of a new package of skills-based distance learning courses targeting staff at all levels, a five-week interactive course on Effective Writing Skills was offered to enhance participants’ ability to draft a wide variety of documents through increased sensitivity to language, structure, content and audience. The package also includes courses on Performance Management, Knowledge Management, and Social Media for UN Programme and Coordination Specialists, among others.

October: Strengthening Conflict Analysis Capacities for Prevention and Peacebuilding
To increase the quality and impact of the UN’s work in conflict-affected countries, the College’s courses on Conflict Analysis for Prevention and Peacebuilding help UN strategic planners to identify issues and sectors that have the greatest potential to promote peace and prevent relapses into violence. In 2013, the core course was held twice in Turin (February and October), while throughout the year customizations of the course were offered in Iraq, Pakistan, Uganda, and online.

November: Delivering Learning Services Across the Continents and at Home
A testimony of the College’s continuous efforts to serve UN staff in all locations, in November alone UNSSC staff and its certified trainers delivered programmes in 14 countries, covering all UNSSC programme areas. Focusing on themes ranging in scope from electoral violence prevention and response to skills for the administrative assistant, open and customized courses were provided in Afghanistan, Colombia, Comoros, Ethiopia, Kenya, Lebanon, Libya, Pakistan, Somalia, Switzerland, Uganda, Yemen, and online.

All the while, on the home campus in Turin, the College was busy convening the second edition of the UN Leadership Exchange for Under Secretaries-General and Assistant Secretaries-General/Assistant Directors-General. The Exchange allows the most senior UN leaders to review and calibrate their leadership approach in light of their responsibilities, and to place their own activity within the wider context of UN history, its complex structure, and the global issues the UN is asked to address.

December: Ambitious New Strategic Framework Adopted
The Board of Governors adopted the UNSSC Strategic Framework (2014-2018) to guide the work of the College for the next four years and help it achieve its world-class vision.
A Reinvigorated Staff College

The College has undergone a major transformation over the last four years, successfully reinventing itself from a donor dependent institution into one with the ability to generate a significant portion of its required income from its services. By adopting a more agile organizational structure, improving its capacity to attract new clients, and expanding and diversifying its learning and training offerings to better address UN priorities and needs, the College succeeded in overcoming difficult economic constraints posed by a general decrease in funding from donors and diminishing budgets allocated to training from UN organizations.

In line with its new business model, in 2013 the College continued to generate the major part of its income (65%) from the sale of services through fee-based courses and contracts with UN organizations. Revenue derived from course fees rose by 24% over the previous year, representing 58% of the College’s total annual self-generated income. This positive trend has continued over the past years and is a testimony of the strong demand for the College’s activities, despite decreasing resources.

At the same time, to carry out its core mandate in a sustainable and equitable way while responding flexibly to rapidly evolving UN priorities, the College recognizes that a stable base of minimum core funding is necessary. To reach the greatest possible number of UN staff worldwide and achieve its full potential contribution to UN reform, UNSSC continues to work towards the diversification and consolidation of a needs-commensurate resource base. Building on the achievements of previous years, in 2013 the College took a moment to pause and reflect on its future direction. As the international community works to define a new sustainable development agenda and a related vision for greater effectiveness in humanitarian action, staff - across the UN system - will have to be equipped with new skills and common understanding. In the post-2015 era, the attainment of the new goals will depend on the ability of partners and practitioners to shape and implement effective strategies based on integrated approaches. To prepare to support the United Nations in this critical moment, the College embarked on the formulation of a new vision, mission statement and Strategic Framework. Developed through an extensive College-wide consultation process, these tools will guide the work of the College in the years to come, while allowing flexibility to respond to changes in the emphasis and priorities of the system.

With its capacities and results consolidated, UNSSC is well-positioned to play a central role in building intellectual leadership, reinforcing universal values, and equipping the women and men working for the UN with the substantive skills required to help build the world we all want.

Our Vision:
We aim to provide the skills and knowledge to empower the most valuable resource of the UN system: our people.

“The College has undergone a major transformation over the last four years, successfully reinventing itself from a donor dependent institution into one with the ability to generate a significant portion of its required income from its services. By adopting a more agile organizational structure, improving its capacity to attract new clients, and expanding and diversifying its learning and training offerings to better address UN priorities and needs, the College succeeded in overcoming difficult economic constraints posed by a general decrease in funding from donors and diminishing budgets allocated to training from UN organizations. In line with its new business model, in 2013 the College continued to generate the major part of its income (65%) from the sale of services through fee-based courses and contracts with UN organizations. Revenue derived from course fees rose by 24% over the previous year, representing 58% of the College’s total annual self-generated income. This positive trend has continued over the past years and is a testimony of the strong demand for the College’s activities, despite decreasing resources. At the same time, to carry out its core mandate in a sustainable and equitable way while responding flexibly to rapidly evolving UN priorities, the College recognizes that a stable base of minimum core funding is necessary. To reach the greatest possible number of UN staff worldwide and achieve its full potential contribution to UN reform, UNSSC continues to work towards the diversification and consolidation of a needs-commensurate resource base. Building on the achievements of previous years, in 2013 the College took a moment to pause and reflect on its future direction. As the international community works to define a new sustainable development agenda and a related vision for greater effectiveness in humanitarian action, staff - across the UN system - will have to be equipped with new skills and common understanding. In the post-2015 era, the attainment of the new goals will depend on the ability of partners and practitioners to shape and implement effective strategies based on integrated approaches. To prepare to support the United Nations in this critical moment, the College embarked on the formulation of a new vision, mission statement and Strategic Framework. Developed through an extensive College-wide consultation process, these tools will guide the work of the College in the years to come, while allowing flexibility to respond to changes in the emphasis and priorities of the system. With its capacities and results consolidated, UNSSC is well-positioned to play a central role in building intellectual leadership, reinforcing universal values, and equipping the women and men working for the UN with the substantive skills required to help build the world we all want."
Streamlining and Strengthening Our Programme Portfolio

As part of its efforts to address rapidly evolving UN priorities, in 2013 the College consolidated and streamlined its activities under five key areas of learning. As part of this exercise, the College identified strategic and in-demand courses and knowledge products, discontinued offerings which no longer benefitted from an adequate level of participation, and designed new learning opportunities to better fit the needs of UN organizations. Also during the year, to reinforce its mandate as a provider of quality training for the UN system, the College introduced a systematic process of independent evaluation of its courses. Based on rigorous studies using the ROI methodology, the evaluators concluded that the UN Country Team Leadership Skills courses and the UN Leaders Programmes, selected for review in 2013, provide quality learning experiences for UN staff and are making a positive impact on the overall effectiveness of the UN. The continuation of this process will allow the College to objectively measure the impact and fine-tune the strategies of its programmes.

In 2013 UNSSC’s courses, workshops, conferences, and knowledge products reached over 9,000 beneficiaries, equipping them with the know-how and the appropriate tools to work towards a common goal of making the UN more coherent, efficient, and effective, regardless of their affiliation with a particular agency of the UN system. UNSSC is constantly working to improve and expand its menu of courses and learning offerings to capture and respond to emerging global and thematic trends in the UN system, in each of its five thematic areas of learning.

13 Areas of Learning

Development, Gender and Human Rights
The College is committed to supporting UN staff and programming counterparts in building individual, institutional and societal capacity for development programming, gender mainstreaming and furthering human rights. Course offerings under the College’s Development, Gender and Human Rights portfolio work to build a strengthened cadre of development experts across the UN system, able to span and bridge the interrelated pillars of sustainable development.

Peace and Security
The College, in cooperation with UN and non-UN partners, designs and implements innovative learning and training activities directly responding to the complex needs of peace and security operations in challenging country-specific situations. To assist UN Country Teams in strategic prioritization and planning, the College’s tools and training on conflict analysis help practitioners identify issues and sectors that have the greatest potential to promote peace and prevent relapses into violence.

UN Leadership
The College’s leadership portfolio is 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
The College offers expertise in the application of learning and knowledge sharing methodologies and technologies, to stimulate innovation and collaboration across thematic areas and help build the United Nations of the future. Its learning portfolio opens opportunities for UN personnel to acquire and sharpen critical knowledge and cognitive skills through formal and informal training, and by leveraging technology.

UN Coherence
The College supports 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, the College’s learning and facilitation services assist the UN in achieving a more coherent and effective organizational structure.

“Knowledge is the greatest engine for development.”

Jan Eliasson, United Nations Deputy Secretary-General

UNSSC ANNUAL REPORT 2013
In 2013, UNSSC staff and its certified trainers could be found delivering learning programmes in nearly fifty countries around the world, responding to a wide range of thematic and regional demands. Enhancing its ability to serve UN staff “at their door” has been a concerted focus of the College in 2013, with a view toward increasing the outreach and relevance of its products and services, while reducing travel-related costs for participants. The College pursued this strategy in three different ways: a) by designing and delivering tailor-made products and services for specific UN contexts; b) by bringing our standard courses to the regions, closer to UN staff; and c) by enhancing our distance-learning capability.

The course built staff capacities to ensure that mission reports better reflect trends and developments occurring in the different sectors, demonstrate impact, and provide evidence-based and action-oriented recommendations. The College’s tailor-made offerings were not limited to Peace Operations but also included, for instance, a Senior Management Development Programme specifically designed for and delivered at the UN Economic Commission for Africa to explore good practice on strategic management, innovation and collaboration processes, while reflecting on potential synergies to strengthen the organization’s capacity to lead the continent’s transformation.

The year also saw dividends continue to emerge from the College’s investments in online and technology-driven training and knowledge sharing events, demonstrating the success of a strategy to gradually transform the institution from one that offered only in-classroom training to a cutting-edge and innovative learning hub with a growing portfolio of blended courses and events. This move has provided opportunities for a considerably wider segment of UN staff worldwide, which may have been otherwise unable to attend UNSSC’s courses, to expand their knowledge and sharpen their professional skills. The global interest in the College’s growing portfolio of distance learning courses generated an increase in enrolment of fifty percent over the previous year, or ninety-five percent as compared to 2011.

The UNSSC approach to distance learning offers an online equivalent of the classroom experience, combining in equal parts new knowledge acquisition, application of acquired knowledge, and peer learning, through tutored components, and synchronous and asynchronous activities.

In 2013, new distance learning courses were developed in various areas, including skills-based courses on Performance Management, Supervisory Skills, Evaluation and Impact Assessment of Learning and Training, Effective Writing Skills, Knowledge Management and Social Media.

Also during the year, UNSSC initiated the development of its first mobile app (iOS), on facilitation techniques for learning and knowledge sharing. A collaborative knowledge product, the UNSSC Facilitator’s Cookbook, has been compiled to share the experiences of the UN learning community in a collection of quick and actionable “recipes” to effectively design, manage and evaluate learning processes.

In 2013, a number of UNSSC learning activities were delivered away from Turin and in hubs with a strong UN presence. In South Africa, a regional version of the UN Leaders Programme was offered jointly with the University of Cape Town. The Programme was the College’s second collaboration of this kind, following a regional UN Leaders Programme developed with the Lee Kwan Yew School of Public Policy of the National University of Singapore in 2012. In the context of a UNICEF initiative, the College was offered a segment in Geneva to increase its outreach to the wider UN community.

Also in 2013, the second edition of UN Summer Academy, entitled “The Role of the UN in a Rapidly Changing World,” was delivered for the first time in New York. An important executive learning event offered to the UN system and its partners, the Academy brought together 42 participants from more than 27 duty stations. Invited by the United Nations Development Programme, IAEA, UNODC, UNIDO and CTBTO, UNSSC invited UNSSC to Vienna to co-organise a three-day UN Reflection Forum for 100 participants from the UN, Permanent Missions and non-governmental organizations.

The sessions on the history of the UN and the MDGs were fascinating and quite inspirational, and made me see the UN in a new light.

UNSSC course participant

Furthermore, a long-standing offering, the Human Rights-based Approach to Development Programming workshop, was brought to Ethiopia in February 2013. Participants in the course represented eight UN agencies, funds and programmes and travelled from fifteen different duty stations, providing for a fruitful knowledge sharing event.

Finally, UN staff from eleven different agencies participated in a new course on Conflict Analysis for Development Programming, launched in New York in March. The course strengthened UN programme staff’s capacity to integrate political economy issues into project design and policy development. By focusing on building the skills of participants in risk management and strategic prioritization, the course sought to support more effective and politically feasible development strategies.

The live webinar was more than excellent and effective! I had the feeling that I went to the class, took the course and met with the instructor in person!

UNSSC course participant

Delivering Learning Services Across the Continents

Customizing Our Learning Opportunities for Staff Worldwide

Responding to the unique challenges faced by staff in conflict-affected areas, in 2013 the Staff College continued to offer learning opportunities customized to address country-specific needs, and delivered directly in the field. For instance, the UN Peacebuilding Support Office commissioned the College to partner with the PeaceNexus Foundation in the design and delivery of a tailor-made Training on Peacebuilding Programming for the UN Country Team in Kyrgyzstan. The four-day engagement further incorporated support to fourteen UN agencies to review and strengthen project concept notes for catalytic peacebuilding programming, and a workshop for the Peacebuilding Fund Joint Steering Committee. In addition, a new course on Analytical Reporting Skills was designed at the request of the United Nations Assistance Mission in Afghanistan.

“I found the workshop very beneficial and productive, and can already feel the great contribution it is making to our day-to-day work, especially in conducting analysis and developing thematic reports.”

UNSSC course participant

Bringing Our Standard Courses Closer to Participants

In 2013, UNSSC’s investments in online and technology-driven learning and knowledge sharing have been instrumental in moving from a strategy to gradually transform the institution from one that offered only in-classroom training to a cutting-edge and innovative learning hub with a growing portfolio of blended courses and events. This move has provided opportunities for a considerably wider segment of UN staff worldwide, which may have been otherwise unable to attend UNSSC’s courses, to expand their knowledge and sharpen their professional skills. The global interest in the College’s growing portfolio of distance learning courses generated an increase in enrolment of fifty percent over the previous year, or ninety-five percent as compared to 2011.

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“…”

UNSSC course participant

Enhancing Our Distance-Learning Capacity

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UNSSC course participant

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In partnership with the UN Development Operations Coordination Office, UNSSC facilitated eleven Strategic Planning Retreats for UN Country Teams around the world, from Guatemala to Sierra Leone and from Tunisia to Bosnia and Herzegovina. With the support of customized learning programmes and participatory methodologies, participants forged strategies to address the specific development challenges of each country, taking into account the unique political environment in which the UN was operating and building its partnerships.

In support of the effective implementation of country development strategies, the College’s learning initiatives on coherence in business operations are fast becoming one of the most sought-after areas of training. For example, a new course on Integrated Programme-Operations Planning, delivered in Bangkok, Thailand twice in 2013, brought Programme and Operations staff together to improve programme and operational synergies and identify opportunities for simplification and harmonization. In addition, with a view to enhancing the capacity of Operations Managers to cultivate partnerships and build consensus and motivation in inter-agency teams, the College’s UN Coherence and UN Leadership Programmes jointly developed a new course on Leadership in Business Operations. The course combines UNSSC’s knowledge of leadership development theories with its experience in meeting the practical needs of Operations Managers.

“I believe that if the attendees of this course are allowed to bring what they have learnt to bear on their respective agencies, then we will begin to see much more integrated efforts in the discharge of varying mandates.”

UNSSC course participant
The Staff College strengthened partnerships with a broad base of stakeholders, from within and outside the UN, and the public and private sector. In 2013, 42% of its total self-generated income derived from partnership projects, underscoring the continued trust and confidence of stakeholders in UNSSC’s ability to leverage its expertise and global reach to build the capacity of UN staff.

The renewal of a number of long-standing partnerships highlighted the significance of the Staff College to UN organizations. For example, the UN Development Operations Coordination Office remains a key partner of the College in its work to support the UN in implementing reform processes, in particular by helping Resident Coordinators and UN country team members to plan and deliver more strategic and coordinated country programmes in support of national priorities. Important partnerships were also strengthened with the Chief Executives Board, the UN Economic Commission for Africa, UN Volunteers, UN Women, the UN Department of Peacebuilding Support Office, amongst others. The Staff College also collaborated with the Community of San Egidio, the Staff College continued to enjoy a fruitful collaboration with the Office of the UN Secretary-General to offer the second edition of its course on Building Partnerships for Development Effectiveness.

In addition, to open new opportunities for interdisciplinary learning, the College engaged the private sector and foundations. For example, the College worked with Deloitte to apply their ‘As-One’ diagnostic tool to provide insights into conditions that support or hinder collaboration within the UN system, informing the development of context-specific leadership programmes.

To strengthen the academic rigour and relevance of the College’s programmes, the College also initiated collaborative ventures with world-renowned learning institutions. For example, UNSSC partnered with the University of Cape Town in South Africa to tailor the College’s flagship UN Leaders’ Programme to the priorities of the African continent. To share experimental work with other renowned scholars and accomplished practitioners in the field of organizational learning and change, the College became a member of the Harvard University Leadership Seminar. Furthermore, together with the International Learning Innovations Laboratory (LILA) consortium.

The Staff College also collaborated with the Community of San Egidio to offer a course on Partnering with Faith Organisations in Development, and initiated discussions with Benetton’s Unhate Foundation regarding the joint development and endowment of a ‘non-traditional’ development partners.

Finally, in addition to partnerships with traditional donors, the Staff College continued to enjoy a fruitful collaboration with local (Turin-based) entities such as the Compagnia di San Paolo Foundation, the City of Turin and the Italian military. Each of these entities, through financial or in-kind contributions, significantly facilitated the work of the Staff College and its course offerings.
The course far exceeded my expectations and I am now sharing much of what I learned with our 300 staff at the country office. Congratulations to the team on an outstanding programme. It should be mandatory for all Directors in the UN System.

I would like to thank you for all your efforts to help us succeed in the training. I learned a lot to apply in my career. I also appreciated the opportunity to meet and share ideas with many new friends, on my first trip outside Africa. This has been a great achievement in my life.

I would strongly recommend this online course to my colleagues across the agencies because it was very useful and provided good value for money.

I just wanted to genuinely thank you for the training last year. Thanks to your hard work, dedication and great advice, UNFPA got accepted to develop two of its proposed projects.

The sessions on conflict management and negotiation were the toughest part and entirely new to me. The case studies were very instructive and showed how complex it is to resolve conflicts, and also gave me new skills to try out in my job.

Similar in-country, inter-agency workshops should be convened as often as possible to enhance integration and harmonization.

One of the most useful things for me was meeting my peers and hearing about their experiences in other departments and duty stations. It helped me put my own experience in context.

Overall an excellent interactive induction which provided an opportunity for dialogue with experienced practitioners. The induction was structured in a way to enable identification of knowledge gaps and where to go to address these and receive appropriate support now and in the future.

Well-done, an excellent job with great panels of people 95 percent of the time, complemented by open, honest dialogue and time for Q&A not just being talked at. I learned from the mixed messages, which were also very helpful.

The programme put into sharp focus the Secretary-General’s forward view of the whole agenda for partnership within the UN.

The training has given me many useful insights and tips on how to be more effective in managing and leading, building relationships and alliances, and finding meaningful ways of working together toward results.

It was really an incredible experience and I came back to my duty station full of energy, ideas and enthusiasm.

The group work provided participants from a wide range of backgrounds with the opportunity to see how we can bring together our respective experiences & expertise for the attainment of UNDAF objectives.

Just to say thank you, this is the most relevant training I have received in 25 years in the UN. Exceptional learning experience.
Each year, the Staff College attracts a diverse faculty of world-renowned speakers, prominent subject-matter experts, as well as current and former United Nations senior officials. Below is a sample of the wide range of speakers who shared inspiring insights and knowledge with UNSSC participants in 2013.

**Featured Speakers**

Abdullah Abu Al-Ghaith  
Professor of Political Science, University of Sanaa

Yukiya Amano  
Director-General, International Atomic Energy Agency

John Antonakis  
Professor of Organizational Behaviour, University of Lausanne

Winnie Byanyima  
Executive Director, Oxfam International

Kiran Bedi  
Social Activist and Former Director-General of India’s Bureau of Police Research and Development

David Cooperrider  
Fairmount Minerals Professor of Organizational Behaviour, the Weatherhead School of Management, Case Western Reserve University

Bineta Diop  
Executive Secretary, Femmes Africa Solidarité

Alan Doss  
Senior Political Adviser, Kofi Annan Foundation, and Former SRSG Democratic Republic of the Congo

Jean-Paul Faguet  
Reader in Political Economy of Development, London School of Economics

David Fairman  
Managing Director, Consensus Building Institute

Christiana Figueres  
Executive Secretary, UN Framework Convention on Climate Change

Tsegaynework Gettu  
Under-Secretary-General for General Assembly and Conference Management

Peter Launsky-Tieffenthal  
Under-Secretary-General for Communications and Public Information

Jennifer Lerner  
Professor of Public Policy and Management, Harvard Kennedy School, Harvard University

Roger Lipsey  
Award Winning Author

Carlos Lopes  
Under-Secretary-General and Executive Secretary, UN Economic Commission for Africa

Youssef Mahmoud  
Senior Adviser, International Peace Institute

Henriette Mensa-Bonsu  
Director of Legon Centre for International Affairs and Diplomacy, Professor of Law, University of Ghana

Amina J. Mohammed  
Special Adviser to the Secretary-General on Post-2015 Development Planning

Edmond Mulet  
Assistant Secretary-General, UN Department for Peacekeeping Operations

Mark Murphy  
Founder and CEO, Leadership IQ

Andrew Nickson  
Honorary Reader in Public Management and Latin American Studies, University of Birmingham

Robert Orr  
Assistant Secretary-General for Strategic Planning, Executive Office of the UN Secretary-General

Patty Phillips  
President and CEO, ROI Institute

Mamphele Ramphele  
Leader of the Agang SA Political Party, South Africa

Euan Semple  
Social Media Expert

Aaron Sherinian  
Vice President, Communications & Public Relations, United Nations Foundation

Sree Sreenivasan  
Chief Digital Officer, Columbia University

Itay Talgam  
Conductor and Pianist

Daudi Were  
Africa Programme Director, Ushahidi, Kenya
What Learning Opportunities Did We Offer in 2013? How Many Beneficiaries Did We Serve?

<table>
<thead>
<tr>
<th>Learning Event</th>
<th>Venue</th>
<th>From</th>
<th>To</th>
<th>No. of Part.</th>
</tr>
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<tbody>
<tr>
<td><strong>January</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>High Level Committee on Management (HLCM) Retreat</td>
<td>ITALY</td>
<td>14/01/2013</td>
<td>15/01/2013</td>
<td>52</td>
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<tr>
<td>Skills for the Administrative Assistant</td>
<td>ONLINE</td>
<td>21/01/2013</td>
<td>23/02/2013</td>
<td>57</td>
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<td><strong>February</strong></td>
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<tr>
<td>Measurements for Effective Results-Based Management (RBM)</td>
<td>KAZAKHSTAN</td>
<td>04/02/2013</td>
<td>07/02/2013</td>
<td>29</td>
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<td>Leadership Skills for Supervisors: Communicating</td>
<td>ONLINE</td>
<td>04/02/2013</td>
<td>12/03/2013</td>
<td>27</td>
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<tr>
<td>Operations Management Skills Training</td>
<td>THAILAND</td>
<td>11/02/2013</td>
<td>12/02/2013</td>
<td>48</td>
</tr>
<tr>
<td>Applied Conflict Analysis for Prevention and Peacebuilding</td>
<td>ITALY</td>
<td>12/02/2013</td>
<td>15/02/2013</td>
<td>12</td>
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<tr>
<td>Human Rights-based Approach to Development Programming Workshop</td>
<td>ETHIOPIA</td>
<td>18/02/2013</td>
<td>22/02/2013</td>
<td>23</td>
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<tr>
<td>UN Women Retreat</td>
<td>UNITED STATES</td>
<td>26/02/2013</td>
<td>28/02/2013</td>
<td>116</td>
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<td><strong>March</strong></td>
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<tr>
<td>Decentralized Governance, Conflict Prevention and Peacebuilding</td>
<td>ITALY</td>
<td>05/03/2013</td>
<td>06/03/2013</td>
<td>9</td>
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<tr>
<td>Conflict Analysis for Development Programming</td>
<td>UNITED STATES</td>
<td>18/03/2013</td>
<td>22/03/2013</td>
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<tr>
<td>Leadership Development Workshop for UN Women Representatives And Senior Managers</td>
<td>ITALY</td>
<td>20/03/2013</td>
<td>27/03/2013</td>
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<td><strong>April</strong></td>
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<tr>
<td>Operations Management Team Retreat</td>
<td>ETHIOPIA</td>
<td>02/04/2013</td>
<td>04/04/2013</td>
<td>39</td>
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<tr>
<td>Performance Management and P&amp;K review</td>
<td>ONLINE</td>
<td>06/04/2013</td>
<td>09/05/2013</td>
<td>23</td>
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<tr>
<td>Conflict Analysis for Prevention and Peacebuilding</td>
<td>ONLINE</td>
<td>08/04/2013</td>
<td>03/05/2013</td>
<td>63</td>
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<td>Advancing Training Skills and Simulations Development</td>
<td>ITALY</td>
<td>09/04/2013</td>
<td>12/04/2013</td>
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<tr>
<td>Training of Trainers Workshop on Integrating Anti-Corruption into the UN Programming Process</td>
<td>ITALY</td>
<td>15/04/2013</td>
<td>16/04/2013</td>
<td>26</td>
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<tr>
<td>UN Leaders Programme</td>
<td>SWITZERLAND</td>
<td>22/04/2013</td>
<td>26/04/2013</td>
<td>32</td>
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<tr>
<td>Integrated Programme-Operations Planning Workshop</td>
<td>THAILAND</td>
<td>29/04/2013</td>
<td>05/05/2013</td>
<td>42</td>
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<tr>
<td>Measurements for Effective Results-Based Management (RBM) ONLINE course</td>
<td>ONLINE</td>
<td>29/04/2013</td>
<td>14/06/2013</td>
<td>12</td>
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<tr>
<td><strong>May</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Evaluation and Impact Assessment (EIA) of Learning and Training</td>
<td>ONLINE</td>
<td>06/05/2013</td>
<td>14/06/2013</td>
<td>14</td>
</tr>
<tr>
<td>Skills for the Administrative Assistant</td>
<td>ONLINE</td>
<td>06/05/2013</td>
<td>07/06/2013</td>
<td>33</td>
</tr>
</tbody>
</table>
Strategic Planning Retreat  
RO Bosna Hercegovina  
10/10/2013 11/10/2013  55

UN Leaders Programme  
South Africa  
14/10/2013 18/10/2013  27

Strengthening Decision-Making Competencies for a more effective UN  
United States  
16/10/2013 25/10/2013  27

Strategic Planning Retreat  
Tunisia  
17/10/2013 18/10/2013  77

Strategic Planning Retreat Phase I  
Angola  
12/10/2013 18/10/2013  50

Strategic Planning Retreat Phase I  
Guatemala  
17/10/2013 17/10/2013  50

Building Partnerships for Development Effectiveness  
United States  
21/10/2013 25/10/2013  41

Partnering with Faith Organisations in Development  
Italy  
20/10/2013 24/10/2013  23

Strategic Planning Retreat Phase II  
Guatemala  
27/10/2013 29/10/2013  50

November

UN Country Team (UNCT) Leadership Skills Course  
Italy  
26/10/2013 01/11/2013  26

Skills for the Administrative Assistant  
Online  
04/11/2013 05/12/2013  40

Train the Trainer  
Online  
04/11/2013 18/10/2013  6

Conflict Analysis for Prevention and Peacebuilding  
Online  
04/11/2013 06/12/2013  85

Decentralized Governance and Peacebuilding  
Yemen  
04/11/2013 07/11/2013  30

Operations Management Skills Training  
Thailand  
04/11/2013 08/11/2013  45

UN STEP: Skills and Tools for Effective Programming  
Thailand  
04/11/2013 08/11/2013  13

Conflict analysis course for DPA and DPKO  
Uganda  
06/11/2013 08/11/2013  28

Social Media for UN Programme and Coordination Specialists  
Online  
11/11/2013 05/12/2013  26

UN Leadership Exchange  
Italy  
12/11/2013 14/11/2013  9

Orientation and Career Support Programme for P1 / P2 Staff  
Switzerland  
18/11/2013 22/11/2013  26

Senior Management Programme for UNeca  
Ethiopia  
19/11/2013 22/11/2013  15

A Political Approach to Prevent and Respond to Electoral Violence  
Kenya  
19/11/2013 22/11/2013  31

Decentralized Governance and Peacebuilding  
Pakistan  
25/11/2013 27/11/2013  24

Strategic Planning Retreat - Phase I  
Comoros  
25/11/2013 27/11/2013  50

Conflict Analysis Tools  
Pakistan  
28/11/2013 29/11/2013  21

December

Strategic Planning Retreat  
Chile  
02/12/2013 03/12/2013  50

Strategic Planning Retreat  
Pakistan  
03/12/2013 04/12/2013  50

UN Volunteers (UNV) Senior Management Team Retreat  
Pakistan  
10/12/2013 11/12/2013  7

Dialogue Series for Deputy Special Representatives of the Secretary-General (DSRSGs)  
Germany  
16/12/2013 17/12/2013  30

All Year

Secure & Safe Approaches to Field Environments (SSAFE) courses run by UNSSC-certified trainers  
World-wide  
01/01/2013 31/12/2013  3,910

Face-to-face learning participants  6,228

Online distance learning participants  509

Users of UNSSC web-based learning tools  2,613

Total UNSSC Beneficiaries  9,350
Where Did We Offer Face-to-Face Learning Opportunities in 2013?

How Has Our Distance Learning Grown Over the Years?

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>26%</td>
</tr>
<tr>
<td>Arab States</td>
<td>17%</td>
</tr>
<tr>
<td>Asia &amp; Pacific</td>
<td>22%</td>
</tr>
<tr>
<td>Latin America &amp; The Caribbean</td>
<td>13%</td>
</tr>
</tbody>
</table>
## Financial Data

### Expenditure by Biennia (expressed in US dollars)

<table>
<thead>
<tr>
<th>Category</th>
<th>2008 - 2009</th>
<th>2010 - 2011</th>
<th>2012 - 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and other personnel costs</td>
<td>$10,961,334</td>
<td>$13,421,704</td>
<td>$12,406,421</td>
</tr>
<tr>
<td>Travel</td>
<td>$2,923,533</td>
<td>$3,419,126</td>
<td>$1,302,059</td>
</tr>
<tr>
<td>Contractual services</td>
<td>$514,418</td>
<td>$381,747</td>
<td>$653,480</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>$2,228,982</td>
<td>$2,957,906</td>
<td>$1,181,059</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>$364,480</td>
<td>$348,513</td>
<td>$154,679</td>
</tr>
<tr>
<td><strong>Total expenditure</strong></td>
<td>$16,892,748</td>
<td>$19,908,196</td>
<td>$15,727,668</td>
</tr>
</tbody>
</table>

### Expenditure by Years (expressed in US dollars)

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and other personnel costs</td>
<td>$6,661,160</td>
<td>$6,760,544</td>
<td>$6,014,569.74</td>
<td>$6,391,850.83</td>
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<tr>
<td>Travel</td>
<td>$2,370,761</td>
<td>$1,048,365</td>
<td>$691,721</td>
<td>$810,338.52</td>
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<tr>
<td>Contractual services</td>
<td>$194,900</td>
<td>$386,846</td>
<td>$338,203</td>
<td>$315,256.44</td>
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<tr>
<td>Operating expenses</td>
<td>$1,340,605</td>
<td>$791,501</td>
<td>$601,551</td>
<td>$579,507.63</td>
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<tr>
<td>Acquisitions</td>
<td>$208,825</td>
<td>$141,688</td>
<td>$86,288</td>
<td>$86,384.34</td>
</tr>
<tr>
<td><strong>Total expenditure</strong></td>
<td>$10,779,252</td>
<td>$9,128,944</td>
<td>$7,744,330</td>
<td>$7,983,338</td>
</tr>
</tbody>
</table>

### Origin of Contributions for 2013

(expressed in US dollars)

<table>
<thead>
<tr>
<th>Contribution in 2013</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundations</td>
<td>$792,419</td>
</tr>
<tr>
<td>UN Core Contribution</td>
<td>$500,000</td>
</tr>
<tr>
<td>Self-Generated Income - collected &amp; receivable</td>
<td>$4,911,366</td>
</tr>
<tr>
<td>Governments</td>
<td>$1,362,966</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$7,566,752</td>
</tr>
</tbody>
</table>

- **65%** Self-Generated Income
- **18%** Governments
- **10%** Foundations
- **7%** UN Core Contribution
Core Contributions from UN Agencies for 2013 (expressed in US dollars)

<table>
<thead>
<tr>
<th>Agency</th>
<th>Contribution in 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>FAO</td>
<td>$ 36,934</td>
</tr>
<tr>
<td>IAEA</td>
<td>$ 20,789</td>
</tr>
<tr>
<td>ICAO</td>
<td>$ 9,458</td>
</tr>
<tr>
<td>IFCID</td>
<td>$ 3,549</td>
</tr>
<tr>
<td>ILO</td>
<td>$ 25,130</td>
</tr>
<tr>
<td>IMO</td>
<td>$ 3,093</td>
</tr>
<tr>
<td>ITU</td>
<td>$ 8,133</td>
</tr>
<tr>
<td>IWDIP</td>
<td>$ 36,630</td>
</tr>
<tr>
<td>UNESCO</td>
<td>$ 24,958</td>
</tr>
<tr>
<td>UNFPA</td>
<td>$ 7,849</td>
</tr>
<tr>
<td>UNICR</td>
<td>$ 35,687</td>
</tr>
<tr>
<td>UNICEF</td>
<td>$ 48,140</td>
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<tr>
<td>UNIDO</td>
<td>$ 7,403</td>
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<tr>
<td>United Nations</td>
<td>$ 150,424</td>
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<tr>
<td>UNOPS</td>
<td>$ 7,068</td>
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<td>UNRWA</td>
<td>$ 2,130</td>
</tr>
<tr>
<td>UPU</td>
<td>$ 1,714</td>
</tr>
<tr>
<td>WFP</td>
<td>$ 13,964</td>
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<tr>
<td>WHO</td>
<td>$ 47,572</td>
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<tr>
<td>WIPO</td>
<td>$ 7,575</td>
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<tr>
<td>WMO</td>
<td>$ 2,758</td>
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<tr>
<td>Total</td>
<td>$ 500,000</td>
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</tbody>
</table>

Balance Sheet as of 31 December 2013* (expressed in US dollars)

**Assets**
- Cash and term deposits $ 822,759
- Cash Pool $ 13,728,864
- Other receivables $ 397,539
- Interfund receivable $ -
- Deferred Expenditures $ -
- Total Assets $ 13,949,162

**Liabilities**
- Interfund balances payable $ (44,448)
- Deferred Payable $ (254,864)
- Deferred Income $ (466,876)
- Unliquidated obligations $ (247,744)
- Total Liabilities $ (1,252,732)

**Reserves and Fund Balances**
- Operating reserves $ (1,197,501)
- Refund to donors $ 133,873
- Prior period savings $ (171,574)
- Other Adjustment to Reserve and Fund Balances $ 7,520
- Cumulative surplus (deficit) $ (11,468,749)
- Total Reserves and Fund Balances $ (12,696,430)
- Total Liabilities, Reserves and Fund Balances $ (13,949,162)

*as provided by the United Nations Office in Geneva (UNOG)
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 levels. All such activities effectively respond to the cross-agency, far-reaching reform agenda of the United Nations.