United Nations System Staff College
Annual Report 2014
“The weight we carry is not determined by physical force or the number of people who form the constituency. It is based solely on trust in our impartiality, our experience and knowledge, our maturity of judgment. Those qualities are our weapons, in no way secret weapons but as difficult to forge as guns and bombs.”

- Dag Hammarskjöld, Secretary-General of the United Nations from 1953-1961
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In 2014, UNSSC reached a total of over 16,000 UN staff, equipping them with knowledge and appropriate tools to work towards a common goal of making the UN more coherent, efficient and effective. This figure represents historical peak for the College. UNSSC staff and certified trainers delivered learning programmes in 77 countries around the world and online, addressing a wide range of thematic and regional demands. To enhance our core curriculum and its context relevancy, we initiated new collaboration with renowned experts, academic institutions, and UN partners. At the same time, we strengthened our ability to systematically review our learning activities, with highly encouraging results. 97 per cent of participants indicate that they would recommend a UNSSC training to a colleague.

The Staff College sustained these substantial results with fewer than 40 staff members and in a financial environment that poses many challenges. Yet the strategic importance of the Staff College to the UN system lies not only in what the College is doing today, but also in its potential for growth. The seventieth anniversary of the UN and the impending adoption of a new development agenda provide an occasion both for recognising the achievements of the College and for taking stock of what more must be done.

In preparation for the post-2015 era, the Secretary-General and the international community are calling for a transformation to ensure the UN will be fit for purpose to respond to the challenges of the new sustainable development agenda, with a development system able to support and implement the new agenda, as well as a humanitarian response system better able to fulfil growing needs. Concurrently, there is a need to effect a cultural shift in the Organization: to bring about a reinvigorated system which delivers outcomes collaboratively, in which all staff have a shared understanding of core issues such as UN values and risk management, and in which staff are supported to increasingly share knowledge on a system-wide basis. To achieve this transformation, the change must come from within. The Organization’s success in tackling the challenges of tomorrow will rest not only in the policy and programming steps to be taken, but also in the ability and willingness of the Organization to become a genuine learning organization.¹ At this special moment in the history of the UN, the Staff College occupies a singular place in the system. No other entity is positioned and mandated to provide a platform for system-wide dialogue, knowledge sharing and learning to strengthen system-wide leadership, drive change management and build staff capacity in critical areas. There are many reasons to be confident that the College is up to the challenge.

Jafar Javan, Director UNSSC - Turin, July 2014

¹The system’s comparative advantage in doing so. Practitioners must be inspired to contribute to collective strategies with independent thought, rooted in universal values. They must be prepared to translate global strategies into country-specific programmes. As they monitor and report on progress, their success stories and lessons learned must be captured and directed to inform future policy, programming and advocacy. Across the system, staff must be equipped with a common foundation of skills and understanding to link the normative, standard-setting and operational dimensions of their work.
UNSSC AT A GLANCE

Created by the General Assembly in 2002, UNSSC is mandated to serve as a system-wide knowledge management and learning institution, with a view to fostering a cohesive management culture across the United Nations.

Most of the College’s learning and knowledge sharing offerings - whether open enrolment courses or ‘on demand,’ tailored programmes for UN partners - are intended exclusively for UN personnel.

By ‘learning as one,’ UN staff are better equipped to ‘deliver as one.’

Our learning, training and knowledge products include:

- Residential workshops, seminars and training courses
- Distance learning opportunities
- 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

The College’s programmes benefit from its close relationship with UN decision making bodies, allowing the College to identify the particular training demands of the agencies, funds and programmes, and respond to the far-reaching reform agenda that cuts across the UN system.

In developing and implementing its programmes, the College collaborates with renowned experts, academic institutions, and UN partners. In this way, the College brings innovative thinking, academic rigour, and context relevancy to bear in building staff capacity to address the most critical issues facing the UN.

The Staff College offers residential courses on the UN campus in Turin, Italy, and deploys its mobile team of experts to deliver training in some 60 countries annually.

In addition, the College offers a growing portfolio of distance learning courses and knowledge sharing platforms.

To date, our learning, training and knowledge sharing services have reached nearly 100,000 beneficiaries.
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 Board reviews, approves and evaluates the impact of the Staff College’s activities, in addition to advising on means of enhancing the financial resources of the College to ensure its operational effectiveness. The Director of the UNSSC reports to the Board of Governors on an annual basis.

The 2014 Board of Governors was composed as follows:

Chair
- Ms. Susana Malcorra Chef de Cabinet, Executive Office of the Secretary-General

Members
- Ms. Anne-Birgitte Albrectsen Deputy Executive Director, UNFPA
- Mr. Alexander Aleinikoff Deputy High Commissioner for Refugees, UNHCR
- Mr. Elliott Harris Director, NY Office, UNEP
- Mr. Sarwahr Hobohm Director of the Organizational Strategy and Coordination Group, Office of the Director-General, UNIDO
- Ms. Lakshmi Menon Associate Vice-President, Corporate Services Department, IFAD
- Ms. Catherine Pollard Assistant Secretary-General, OHRM UN Secretariat
- Ms. Jane Stewart ILO Special Representative to the United Nations and Vice-Chair of the HLCP
- Mr. Jens Wandel Assistant Administrator, Director, Bureau of Management, UNDP

Ex-Officio Members
- Mr. Jafar Javan Director, UNSSC
- Ms. Sally Fegan-Wyles Acting Head, UNITAR
- Ms. Kim Won-soo Secretary of the CEB

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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 2014 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 Lefèbvre 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

Directorate

Programmes
- Development, Gender and Human Rights
- Learning Lab
- Peace and Security
- UN Conference
- UN Leadership

Operations
January
TAILORING OUR LEADERSHIP PROGRAMME TO MEET SPECIFIC NEEDS OF UN ENTITIES
In January 2014, the College launched the ILO Executive Leadership and Strategic Management Programme. The programme was designed by UNSC in consultation with the International Training Centre of the ILO, taking into account the new strategic priorities and the unique mandate and tripartite governance structure of the Organization. The trend toward developing tailor-made leadership programmes for UN entities continued throughout the year.

February
HUMAN RESOURCES DIRECTORS FROM OVER 30 UN ORGANISATIONS GATHER IN TURIN
Throughout the year, the College received requests to design and facilitate inter-agency meetings providing a space for knowledge-sharing and exchange, brainstorming and reflection. One such event was the convening of the Annual Meeting of the Human Resources Network and the Human Resources Directors’ Retreat. The consecutive events brought together the directors of human resources departments from over thirty UN and related organizations at the UN campus in Turin.

May
EXPANDING KNOWLEDGE, SKILLS AND ACCESS TO EXPERTISE THROUGH DISTANCE LEARNING AND ONLINE PLATFORMS
As part of its growing portfolio of online tutorial workshops, the College offered courses on Conflict Analysis for Prevention and Peacebuilding, Effective Writing Skills, and Finance for Non-Finance People. At the same time, the College prepared for the launch of a new course on Decentralized Conflict Transformation which remains a mandatory part of the RC induction.

June
EXPLORING NEW CHALLENGES, NEW ACTORS, NEW APPROACHES
The third edition of the UN Summer Academy was held at UN Headquarters in New York. The event attracted participants representing 11 UN entities, as well as global partners from the public and private sector, and featured a faculty of distinguished individuals appointed by the UN Deputy Secretary-General and closed by the UN Chief de Cabinet. The Academy also benefited from interventions by the UN Under Secretary-General for Peacekeeping Operations, the Special Coordinator of the OCPW, UN Joint Mission to Eliminate the Chemical Weapons Programme of the Syrian Arab Republic and the Special Representative of the Assistant Secretary-General, Executive Director, and the UN Secretary-General’s Youth Envoy, amongst others.

July
STRENGTHENING COLLABORATION AND PARTNERSHIPS
To strengthen cooperation with local authorities and engage the local community, the College organized the Toronto Leadership Forum with the City of Toronto. This public event recognized individuals whose initiatives at the local level have made a significant contribution to tackling global problems.

August
WORKING AT THE NEXUS OF HUMAN RIGHTS AND CONFLICT TRANSFORMATION
In August, the College launched a new online course on Working at the Nexus of Human Rights and Conflict Transformation, created with the UN Task Team on Conflict Prevention and other UN partners. The course offers insight on how conflict transformation and human rights approaches complement one another, and how practitioners can utilize these linkages concretely in their work.

September
SUPPORTING TRANSFORMATIVE DEVELOPMENT IN A RENASCENT AFRICA
The College designed and facilitated a Senior Management Retreat for the UN Resident Coordinator for the Great Lakes region. The Retreat deepened discussion and built consensus on steps to implement the Commission’s new programme of work to assist African countries to formulate and implement policies and programmes that will lead to sustainable economic growth and inclusive development.

October
A ONE-STOP-SHOP FOR UN STAFF ON THE POST-2015 DEVELOPMENT AGENDA
As a service to the UN system, the College launched the Post-2015 Learning Hub (post2015.unssc.org). This online workspace provides a one-stop-shop for UN staff on courses, resources, and exchange on the Post-2015 Development Agenda. Amongst other features, the hub offers a free online e-learning library consisting of videos accompanied by downloadable presentations of keynote sessions by eminent figures and leaders in the post-2015 development agenda.

November
BUILDING PARTNERSHIPS FOR DEVELOPMENT EFFECTIVENESS
The College delivered its course on Building Partnerships for Development Effectiveness in New York. The course explores means of leveraging the opportunities of South-South and triangular cooperation, strengthening operational partnerships among UN agencies, institutions and governmental entities, and working effectively with civil society partners and the private sector. Based on the success of this course, the College also designed and delivered a tailor-made course for UNICEF on a similar theme.

December
LAYING THE FOUNDATION FOR FUTURE EXCELLENCE
The Board of Governors adopted the College’s first Corporate Action Plan (2014-2017). To match College’s vision with concrete ways to get there, the Plan identifies strategic actions, concrete activities, and key performance indicators to achieve the objectives laid out in the Strategic Plan. The Plan also designates the College’s Executive Director as the Plan’s champion and identifies the College’s achievements as a catalyst for the UN reform agenda and in preparing staff to meet the challenges of the post-2015 era. The Plan identifies a portfolio of strategic projects for investment and roll-out in 2015, complementing the College’s existing portfolio.
We served over 16,000 beneficiaries in 2014 with learning opportunities responding to critical challenges facing the UN.

COUNTRIES REACHED

UNSSC staff and our certified trainers delivered learning programmes in 77 countries around the world.

We reached UN personnel in all regions.

The College continued to derive the large part of its income from self-generated sources.

2014 saw an important increase over 2013 in value and number of contracts signed with UN Organizations.

The trend of the Colleges self-generating the major part of its income has continued over recent years, increasing to 75 per cent in 2014 over 65 per cent in 2013.

This provides testament of the strong demand for the College’s services, despite the decreasing resources of UN entities as a result of the global financial crisis and the direct impact on funding available for learning and training activities.
2014 AREAS OF LEARNING

Across disciplines and across regions, the Staff College’s learning programmes focus on the core question, “How can UN staff best contribute to building a stronger UN and a better world?”

To this end, we concentrate on five key areas of learning:

*Development, Gender and Human Rights*

As the world prepares to implement a transformative new development agenda, the UN system must be prepared to support Member States on how to bring its goals to scale. The College is committed to supporting UN staff and programming counterparts in building individual, institutional and societal capacity for development programming, gender mainstreaming and human rights realisation. The College’s course offerings and knowledge management tools (tailored upon demand) build a strengthened cadre of development experts across the UN system, able to span and bridge the interrelated pillars of sustainable development.

*UN Coherence*

The College supports the implementation of UN reform at the country level with learning and facilitation services aimed at building a more coherent and effective UN. Taking the United Nations Development Group policies as its starting point, the College helps managers make use of the various instruments and processes at the disposal of UN country teams, and supports UN staff in general to transform the concept of ‘Delivering as One’ from a strategic goal into practice.

*UN Leadership*

Vision, courage and a focused skill set in our senior leadership are imperative to drive the change the UN urgently needs, and to effectively overcome obstacles and resistance. To successfully deliver as one, leadership must be inspired by a sense of belonging to something that is greater than their own entity and be equipped to create an environment in which staff feels empowered to take reasonable risks to promote UN values and principles. The College’s leadership programmes empower individuals to align and refine their leadership approaches and insights and thereby meet their full leadership potential.

*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 UN of the future. Its portfolio opens opportunities for UN personnel to acquire and sharpen essential knowledge and skills through formal and informal training, and by leveraging technology. The College also responds to demand from UN partners for custom-made online learning programmes and knowledge management platforms.

*Peace and Security*

The College designs and implements innovative learning and training activities directly responding to complex needs in the area of peace and security. Course offerings range from applied conflict analysis for prevention and peacebuilding, to decentralised governance and citizen participation to human rights and conflict transformation, and from prevention of electoral violence to UN staff safety and security. In addition to its open enrolment courses, the College designs customized trainings directly delivered to staff in field locations.
In 2014, the College pursued a strategy to strengthen its curriculum and expand its reach in three different ways: (a) by introducing new open courses to respond to evolving thematic and regional demands; (b) by designing and delivering tailor-made products and services to respond to the specific needs of UN entities; and (c) by leveraging the power of technology to make learning and knowledge sharing opportunities accessible to a greater number of staff.

Encouraged by the results of an independent evaluation which found the College’s flagship leadership programmes were achieving their objectives and making a positive overall impact on the UN, the College expanded its portfolio of offerings in this area at headquarters and regional locations. Building on the success of the UN Leaders’ Programme for Director-level participants, the College strengthened its new programme, launched in 2013, to prepare mid-level managers for leadership in the UN of the future. Using an array of active learning methodologies, the Emerging Leaders Experience works to unravel participants’ leadership potential, build strategic skills for negotiation and explore approaches to leverage personal awareness and leadership impact. Four editions of the programme took place in 2014. Also during the year, a UN Leadership Forum for alumni of the senior leadership programmes was successfully launched, constituting the first programme for alumni with an opportunity to deepen and enrich their personal leadership journeys.

The College now offers a comprehensive ‘UN Leadership Pathway,’ with a portfolio of courses for staff at the mid-career level (P-3 to P-4) to the senior executive level (Under Secretary-General and Assistant Secretary-General). In this way, the College supports the ability of the system to recognise and nurture the leadership capacity of staff at all levels and promote system-wide career development.

To support coherence in the implementation country development strategies, the College reoriented its offerings for UN Country Teams to provide support not just at the strategic planning stage but throughout the entire cycle of the UNDAF and/or the One UN Programme development process. In 2014, the College re-branded its previously titled course UNSTEP as Strengthening Inter-Agency Work through Joint Programming; the new edition brought together 24 participants from 12 UN entities and 24 duty stations.

The College further expanded efforts to strengthen the ability of UN staff to help secure the peace and security the world needs to enable development to take place. A continuing trend of deteriorating peace and increasing violence in the world - including in areas not directly affected by armed conflict - led the College to broaden its portfolio with new courses on conflict analysis and prevention, decentralization and peacebuilding, working at the nexus of human rights and conflict transformation, and prevention of electoral violence, as well as learning initiatives aimed at understanding a new generation of non-state armed groups.
A notable trend in 2014 was an increasing demand for tailor-made programmes for UN entities, underscoring the growing reputation of the College as a trusted internal partner in staff capacity development.

In January 2014, the ILO Executive Leadership and Strategic Management Programme was designed and delivered. The success of the programme led to a request from the ILO to hold it again in 2015. In addition, a new Leadership Programme for Women was created to address the specific development challenges of countries, with a substantial multiplier effect, as UNSSC-certified trainers reached their sponsored counterparts.

The College also responded to an increased demand from UN entities for tailor-made online learning programmes. For example, at the request of OHCHR, UNSC is participating in the Training Advisory Board of the ‘Human Rights up Front’ initiative for the development of a mandatory online training course on human rights. Likewise, the College designed a distance learning course on Results-Based Management for UNEP. The course will build the capacity of UNEP personnel to design and deliver results that make sustainable and measurable positive impacts on the environment, while contributing to gender equality.

In addition, the College introduced innovative online tools to support UN staff learning and training in response to specific needs:
- The Post-2015 Learning Hub (post2015.unssc.org) provides a one-stop shop for UN staff on courses, resources, and exchange on the Post-2015 Development Agenda. Amongst other features, the hub offers a free online e-learning library consisting of videos accompanied by downloadable presentations of keynote sessions by eminent figures on issues of relevance to the post-2015 agenda.
- The Country Analysis Toolkit, an elaborate electronic diagnostic tool, is free. It is offered to UN system organizations, promotes wider accessibility of learning resources. In 2014, the College launched this portal and supported entities to disseminate global initiatives through various incentives and constraints at the country, sector and global level. New distance learning courses under development for 2015 include: Participation of Minorities in UN and National Programmes Processes, The Use of Technology for Development and Data Revolution for Post-2015. The College will also expand its online offerings in communications skills, decision-making and managing organizational change. In addition, the College will launch a new online induction to the UN in partnership with the Office for Human Resources Management in the UN Secretariat, and a tailored course on Gender Statistics for the UNECA.

In 2014, the College delivered nearly 30 Strategic Prioritization Retreats for UN Country Teams around the world, attended by over 1,700 participants. Through these retreats, UNCS and their counterparts identified priorities for intervention, analyzed the comparative advantages of the UN system, and developed results-oriented UN Development Assistance Frameworks with a focus on system-wide programming and delivery.

Responding to the unique challenges faced by staff in conflict-affected areas, many of the College’s peace and security programmes also continue to be customized to address country specific needs. As just one example, based on successful delivery of the Conflict Analysis Tools training in Pakistan for UNDP in 2013, UNSSC was invited to return to conduct a Training of Trainers on Conflict Analysis Tools in 2014. The courses brought about mobile training teams which jointly developed a manual to train national government counterparts in the Federally Administered Tribal Areas (FATA), the ILO, the UN Development Programme, People, Leading and Managing Change in the Workplace and Working in Teams. Participants’ feedback has confirmed the value of these online tutor-based courses, with real-time collaboration and virtual classrooms proving an effective alternative to face-to-face programmes.

To address the specific development challenges of countries, with the sponsorship of the UN Development Operations Coordination Office, the College delivered nearly 30 Strategic Prioritization Retreats for UN Country Teams around the world, attended by over 1,700 participants. Through these retreats, UNCS and their counterparts identified priorities for intervention, analyzed the comparative advantages of the UN system, and developed results-oriented UN Development Assistance Frameworks with a focus on system-wide programming and delivery.
HARNESSING THE POWER OF PARTNERSHIPS

The Staff College today is a key ally of inter-agency policy-making bodies such as the UN Chief Executives Board, the High-Level Committee on Programmes and the High-Level Committee on Management. The College works in support of their inter-agency efforts through the implementation of learning and training in key areas of reform. In addition, the participation of the College in the group on learning and training in relation to the Steering Committee on Post-2015, chaired by the Secretary-General’s Special Adviser on Post-2015 Development Planning, has been instrumental to shaping the College’s strategy.

In 2014, the College signed a Memorandum of Understanding with the European Inter-University Centre for Human Rights and Democratisation and invested in the development of new training activities with renowned academic institutions such as Durham University and the SDA Bocconi School of Management. In 2015, a Reflection Series on Development Cooperation in Middle Income Countries will be organized with the Hertie School of Governance and the UN Development Operations Coordination Office.

The College strengthened collaboration with UN entities to ensure the context relevancy and sustainability of its activities. For example, the College offered its Building Partnerships for Development Effectiveness course in New York, with the support from colleagues in the Executive Office of the Secretary-General, the Director of the Ethics Office, UNICEF, UNDP, the UN Foundation, the UN Global Compact and several private sector partners, such as Coca Cola and Deloitte. Likewise, the College continued to offer its A Political Approach to Prevent and Respond to Electoral Violence course, the curriculum of which was developed with the UN Department of Political Affairs (DPA). In 2014, DPA committed internal funds to sustain the training initiative which was previously fully donor funded.

To strengthen the College’s cooperation with local authorities and engage the local community, the Torino Leadership Forum was organized in July 2014 with the City of Turin. The event benefitted from the presence of the UN Deputy Secretary-General who addressed the audience in a keynote speech and presented four recipients with the “Torino Leadership Award 2014” in recognition of their contributions to the UN’s goal of “Leaving No One Behind” in the diverse areas of health, education, sustainable textile production and agriculture. Open to the general public, the event attracted around 200 people and received ample press coverage.

Enhanced knowledge sharing with senior representatives of Member States and the UN further informed UNSSC’s strategic vision by identifying priority areas of intervention where the process of UN organizational reform could be accelerated and enhanced through system-wide capacity building. In July 2014, the College convened the Capacity Building for UN Reform Workshop, in cooperation with the United States Department of State. The event brought together twenty-three senior representatives of the UN and Member States. UNSSC is currently preparing a roadmap to develop and implement the suggested learning and training activities to deliver on the expectations and outcomes endorsed by participants.
Strengthening the voice of women at the leadership table: Adding to the College's growing portfolio of flagship leadership offerings, in 2015 a new course on Leadership, Women and the UN will be offered on an inter-agency basis, building on the success of the tailored course for UNAIDS. The College is firmly convinced that, for the UN to credibly lead global efforts towards social justice, equality and non-discrimination in the post-2015 era, and effectively respond as global challenges grow in number and complexity, the system must make a renewed effort of tapping the leadership potential of its female staff. The course will offer valuable opportunities for mid to senior level female staff from across the system to unfold leadership skills while networking and learning from each other's experiences.

Increasing the capacity of UN staff to implement the forthcoming sustainable development agenda: UNSSC plans to significantly increase its focus on the Sustainable Development Goals (SDGs) through the development of learning tools, platforms for interaction and a set of contemporary learning offerings. The College is partnering with UNITAR to prepare National Sustainable Development Training Workshops for UNCTs and national actors. This initiative is guided by the Senior Coordinator "UN Fit for Purpose for the Post-2015 Development Agenda," and will be rolled out in 2015 in coordination with the UN Development Operations Coordination Office and in consultation with the Secretary General's Special Advisor on Post-2015. In addition, courses are being developed to provide participants with guidance on how to incorporate the new SDGs into the Standard Operating Procedures and to strengthen staff skills in selecting, creating, using and interpreting data and statistics. To widely share knowledge generated, the College will update and expand the online Post-2015 Learning Hub.

Bridging the gap between humanitarian action and peacebuilding: Two new courses, building on UNSSC's applied conflict analysis training project, will become a regular feature of the College's portfolio in the future: Conflict Analysis for Humanitarian Action and Peacebuilding (in partnership with OCHA and DPKO) and Conflict Analysis for Strategic Assessment (in partnership with DPA). In addition, the College is working with a consortium of partners (PeaceNexus, ACCORD, USIP, FBA and Swisspeace) toward the development of a web-based Peacebuilding training game to help prepare professionals for the challenges they will encounter in the complex world of peacebuilding.

Strengthening the management of international organizations: In September 2015, the College will launch its first programme to lead to an academic degree. The Executive Masters Programme in the Management of International Organizations, offered in partnership with the SDA Bocconi School of Management and the International Training Centre of the ILO, will combine academic theory with dynamic teamwork and a direct approach to UN priorities.

Catalyzing organizational change, transformation and adaptation: In order to deliver on the expectations and outcomes endorsed by participants at the July 2014 donors meeting and to consolidate its role as a principal system-wide facilitator to drive organizational change, the College has conceived the UN Lab for Organizational Change and Knowledge (UNLOCK). Activities proposed under this initiative encompass a contemporary and forward-looking range of capacity building measures for UN staff, going well beyond training to comprise a system-wide knowledge management effort.

Some highlights include:

- Strengthening the voice of women at the leadership table: Adding to the College’s growing portfolio of flagship leadership offerings, in 2015 a new course on Leadership, Women and the UN will be offered on an inter-agency basis, building on the success of the tailored course for UNAIDS. The College is firmly convinced that, for the UN to credibly lead global efforts towards social justice, equality and non-discrimination in the post-2015 era, and effectively respond as global challenges grow in number and complexity, the system must make a renewed effort of tapping the leadership potential of its female staff. The course will offer valuable opportunities for mid to senior level female staff from across the system to unfold leadership skills while networking and learning from each other’s experiences.

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THANK YOU TO OUR DONORS & PARTNERS

UNSSC thanks our donors and partners. Without their generosity and support, these results would not be possible.

Donor governments presently contributing to the Staff College’s core budget are Italy and Sweden. Germany, Finland, France, Luxembourg and Switzerland provide earmarked contributions for specific activities.

In addition to partnerships with traditional donors, the College is grateful for the support of and fruitful collaboration with local (Turin-based) entities such as the Compagnia di San Paolo Foundation, the Regional Government of Piedmont, the City of Turin and the Italian Armed Forces. Each of these entities, through financial or in-kind contributions, significantly assisted in facilitating the work of the College and its course offerings.

The College is encouraged by promising signs of support from donors in 2015 and beyond, as it works toward a resource base commensurate with the interlinked tasks of:

I. building a comprehensive portfolio of programmes to develop system-wide UN staff capacity to meet the challenges of the post-2015 era and effectively accelerate organizational change, transformation and adaptation; and

II. reaching a critical mass of UN staff with these essential programmes.
"This was a career-changing, almost life-changing training. I am amazed at the level and depth of knowledge gained in such a short period. The facilitators were so practical and on point. Amazing."

"This is the most useful and interesting training I have had so far. It has helped me to create linkages between concepts that will allow me to better support my colleagues and the UNCT. I ended up enjoying results-based management, so thank you for breaking down my fears."

"A really unexpected advantage of the programme was the opportunity to make lasting connections with my peers in the system who I would not otherwise have likely met. This has meant a great deal to me."

"I already took my first step as a result of this programme - I was able to find a 'sponsor' who is happy to further guide me. And I will continue to talk with her about leadership and my way forward in my career. I will also continue to keep my leadership diary and monitor my progress. I'm going to take few days a week to reflect on the situations that I encounter at the office and see how I advanced in my leadership skills, such as charisma, transformational and institutional leadership skills, as well as how I see gender."

"I would recommend this course to other Agency Representatives because the course positively challenged participants to rethink certain assumptions, realign perspectives and priorities, and lean from in-house heroes."

"As a result of this programme, I will practice the tenets of communication skills in writing and speaking. In particular, I will consciously practice to enhance empathy and work to find the balance between self-perception and how I am perceived by others."

"I would recommend this course to all colleagues, especially those trying to break through the leadership ranks."

"I think all people managing a team should be given the opportunity to attend this course. More concretely, I think the peers in my office should do it. And I wish I could have the people in my team attend it. I think it can contribute greatly to improving the quality of our work, which in turn contributes to improving the image of the UN."

"This was a wonderful programme, very diverse groups of facilitators, but very good and realistic in that it drew from a specific region (Asia)."

"The principles I learnt will help me continue to encourage team exchange and use better practices to guide a team of peers towards our common goals. I also intend to demonstrate improved leadership practices through the regular interactions I have with other colleagues in the organization with whom I need to develop mutual understanding, trust and respect."

"Good foundation and practical exercises relevant to our work. I now have something concrete that I can recommend when I get back to work on Monday."

"The course was an eye opener and gave me an insight on how to conduct good conflict analysis."

"At a time when partners, donors and other UN agencies are engaging in dialogue on gender, the training has increased my confidence and knowledge to engage."

"I would recommend this course to everyone who is interested in the wellness of humankind and the promotion and respect of human rights."

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Each year, the Staff College attracts a diverse faculty of world-renowned speakers and prominent subject-matter experts, as well as United Nations ‘in-house heroes.’

Below is a sample of the wide range of speakers who inspired UNSSC participants with knowledge and insights in 2014.

Ahmad Alhendawi
UN Secretary-General’s Envoy on Youth

John Antonakis
Professor of Organizational Behavior, University of Lausanne

Mehrdad Baghai
Managing Director, Alchemy Growth Partners

Jan Beagle
Deputy Executive Director, UNAIDS

H.E. Paulette Bethel
Chef de Cabinet of the President, UN General Assembly, Ambassador of the Bahamas to the United Nations

Kathy Calvin
President and Chief Executive Officer, UN Foundation

Tomas Christensen
Senior Adviser for Partnerships, Executive Office of the UN Secretary-General

Jan Eliasson
UN Deputy Secretary-General

David Fairman
Managing Director, Consensus Building Institute & Associate Director, MIT-Harvard Public Disputes Program

Fabrizio Giugiaro
Chairman, Giugiaro Architettura

Ameerah Haq
Under Secretary-General for Field Support, UN Department of Field Support

John Hendra
United Nations Assistant Secretary-General and Deputy Executive Director, UN Women

Nooleen Heyzer
Special Adviser of the UN Secretary-General for Timor-Leste

Hilde Johnson
Former Special Representative of the UN Secretary-General for South Sudan

Richard Jolly
Honorary Professor and Research Associate of the Institute of Development Studies, University of Sussex

Sigid Kaag
UN Special Coordinator for Lebanon

Barbara Kellerman
James MacGregor Burns Lecturer in Public Leadership, John F. Kennedy School of Government, Harvard University

Paul Ladd
Head, UNDP Team on Post-2015, One UN Secretariat on Post-2015

Hervé Ladsous
UN Under Secretary-General for Peacekeeping Operations, DPKO

J.D. Lanigan
Partner, Performance Consulting International

Roger Lehman
Professor and Director of the Executive Masters in Consulting and Coaching for Change Programme, INSEAD Singapore

Emmanuel Letouzé
Co-Founder of Big Data and People Project, Harvard Humanitarian Initiative Fellow, MIT Media Lab Visiting Scholar and Senior Research Associate, Overseas Development Institute

Iain Levine
Deputy Executive Director, Human Rights Watch

Myrna Lewis
CEO and Director of Professional Services, Deep Democracy Ltd International

Susana Malcorra
UN Chef de Cabinet

Youssef Mahmoud
Senior Adviser, International Peace Institute

Fred Miller
Director, Deloitte Consulting LLP

Mohammad-Mahmoud Ould Mohamedou
Deputy-Director and Academic Dean, Geneva Centre for Security Policy

Mark Murphy
Founder and Chief Executive Officer, Leadership IQ

Thoraya Obaid
Former Under-Secretary-General and former Executive Director, UNFPA

Aly Rose
Choreographer, Tisch School of the Arts, NYU University and Director, “One at Central Park”

Jan Vandemoortele
Former UN Resident Coordinator/HC Pakistan

Thomas Weiss
Presidential Professor of Political Science, Director Emeritus, Ralph Bunche Institute for International Studies, The Graduate Center, City University of New York
FACTS AND FIGURES
<table>
<thead>
<tr>
<th>Learning Event</th>
<th>Venue</th>
<th>From</th>
<th>To</th>
<th>No. of Part.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>February</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional UNMIL Training Workshop Europe &amp; CIS</td>
<td>SLOVAKIA</td>
<td>03/02/2014</td>
<td>07/02/2014</td>
<td>75</td>
</tr>
<tr>
<td>Madagascar Strategic Prioritization Retreat</td>
<td>MADAGASCAR</td>
<td>06/02/2014</td>
<td>12/02/2014</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>March</strong></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional UNDAF Training workshop for the PSG (LAC)</td>
<td>PANAMA</td>
<td>01/04/2014</td>
<td>04/04/2014</td>
<td>23</td>
</tr>
<tr>
<td>UN Emerging Leaders Experience</td>
<td>UNITED STATES</td>
<td>01/04/2014</td>
<td>04/04/2014</td>
<td>18</td>
</tr>
<tr>
<td>SSAFE Training of Trainers</td>
<td>ITALY</td>
<td>07/04/2014</td>
<td>11/04/2014</td>
<td>13</td>
</tr>
<tr>
<td>Common Procurement Training of Trainers</td>
<td>ITALY</td>
<td>07/04/2014</td>
<td>11/04/2014</td>
<td>30</td>
</tr>
<tr>
<td>A Political Approach to Preventing and Responding to Electoral Violence (core course)</td>
<td>UNITED STATES</td>
<td>08/04/2014</td>
<td>10/04/2014</td>
<td>22</td>
</tr>
<tr>
<td>Decentralized Governance and Peacebuilding</td>
<td>ONLINE</td>
<td>14/04/2014</td>
<td>08/05/2014</td>
<td>25</td>
</tr>
<tr>
<td>Measurements for Effective Results-Based Management (RBM)</td>
<td>ONLINE</td>
<td>14/04/2014</td>
<td>31/05/2014</td>
<td>26</td>
</tr>
<tr>
<td>Evaluation and Impact Assessment (EIA) of Learning</td>
<td>ONLINE</td>
<td>21/04/2014</td>
<td>30/05/2014</td>
<td>12</td>
</tr>
<tr>
<td>Security Training Officers Core Certification</td>
<td>UNITED STATES</td>
<td>21/04/2014</td>
<td>25/04/2014</td>
<td>12</td>
</tr>
<tr>
<td>RC Induction Design Workshop</td>
<td>UNITED STATES</td>
<td>23/04/2014</td>
<td>25/04/2014</td>
<td>14</td>
</tr>
<tr>
<td>Skills for Administrative Assistants</td>
<td>ONLINE</td>
<td>28/04/2014</td>
<td>30/05/2014</td>
<td>36</td>
</tr>
<tr>
<td>Knowledge Management</td>
<td>ONLINE</td>
<td>28/04/2014</td>
<td>06/06/2014</td>
<td>17</td>
</tr>
<tr>
<td>Leading and Managing Change in the Workplace</td>
<td>ONLINE</td>
<td>28/04/2014</td>
<td>30/05/2014</td>
<td>5</td>
</tr>
<tr>
<td>Regional UNMIL Training workshop (WCA)</td>
<td>SENEGAL</td>
<td>28/04/2014</td>
<td>01/05/2014</td>
<td>46</td>
</tr>
<tr>
<td>UNCT Leadership Skills</td>
<td>ITALY</td>
<td>28/04/2014</td>
<td>02/05/2014</td>
<td>22</td>
</tr>
</tbody>
</table>
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TURKEY
27/10/2014 31/10/2014 54
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MENA Coordination Officers Regional Workshop
JORDAN
03/11/2014 04/11/2014 23
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EGYPT
06/11/2014 06/11/2014 143
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TAJIKISTAN
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LOREBKHAN
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02/12/2014 05/12/2014 22
Macedonia Strategic Prioritization Retreat
MACEDONIA, THE FORMER YUGOSLAV REPUBLIC OF
08/12/2014 12/12/2014 -
Zambia Strategic Planning Retreat
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THAILAND
08/12/2014 12/12/2014 56
GERMANY
10/12/2014 12/12/2014 20
Gender Mainstreaming in Environmental Project Management - UNEP
ONLINE
ongoing 117

All Year
Secure & Safe Approaches to Field Environments (SSAFES) courses run by UNSSC-certified trainers
WORLD-WIDE
01/01/2014 31/12/2014 835
Face-to-face learning participants
12908
Online distance learning participants
611
Users of UNSSC web-based learning tools
3033
Total UNSSC Beneficiaries
16652

FINANCIAL DATA

Expenditure by Biennium (expressed in US dollars)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and other personnel costs</td>
<td>$13,421,704</td>
<td>$12,406,421</td>
<td>$13,517,743</td>
</tr>
<tr>
<td>Travel</td>
<td>$3,419,126</td>
<td>$1,302,059</td>
<td>$2,045,211</td>
</tr>
<tr>
<td>Contractual services</td>
<td>$581,747</td>
<td>$603,460</td>
<td>$610,023</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>$8,127,108</td>
<td>$1,181,058</td>
<td>$1,882,877</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>$348,513</td>
<td>$114,670</td>
<td>$238,536</td>
</tr>
</tbody>
</table>

Total expenditure | $19,908,196 | $15,727,668 | $18,274,390 |

Note: 1) 2010-2011 expenditure is based on the UNOG statement of income and expenditure for the biennium 2010-2011 ending 31 December 2011 2) 2012-2013 expenditure is based on the UNOG statement of income and expenditure for the biennium 2010-2011 ending 31 December 2013 3) 2014-2015 expenditure is based on financial data generated from IMS for the biennium 2014-2015 ending 31 December 2014 and approved budget for the year 2015

Expenditure by Year (expressed in US dollars)

<table>
<thead>
<tr>
<th>Object Class</th>
<th>2011 Expenditure</th>
<th>2012 Expenditure</th>
<th>2013 Expenditure</th>
<th>2014 Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and other personnel costs</td>
<td>$6,760,544</td>
<td>$6,014,570</td>
<td>$6,391,951</td>
<td>$6,979,535</td>
</tr>
<tr>
<td>Travel</td>
<td>$1,048,365</td>
<td>$691,721</td>
<td>$610,339</td>
<td>$677,129</td>
</tr>
<tr>
<td>Contractual services</td>
<td>$386,844</td>
<td>$338,203</td>
<td>$315,256</td>
<td>$602,048</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>$791,501</td>
<td>$601,551</td>
<td>$579,508</td>
<td>$575,945</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>$141,688</td>
<td>$98,286</td>
<td>$86,384</td>
<td>$113,384</td>
</tr>
</tbody>
</table>

Total expenditure | $9,128,944 | $7,744,330 | $7,983,338 | $8,948,041 |

Note: 1) 2011 expenditure is based on financial data generated from IMS for the biennium 2010-2011 ending 31 December 2011 2) 2012 expenditure is based on financial data generated from IMS for the biennium 2012-2013 ending 31 December 2012 3) 2013 expenditure is based on financial data generated from IMS for the biennium 2012-2013 ending 31 December 2013 4) 2014 expenditure is based on financial data generated from IMS for the biennium 2014-2015 ending 31 December 2014
Core Contributions from UN Agencies for 2014
(expressed in US dollars)

<table>
<thead>
<tr>
<th>Agency</th>
<th>Contribution for 2014</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>$8,458</td>
</tr>
<tr>
<td>IPIAO</td>
<td>$3,549</td>
</tr>
<tr>
<td>ILO</td>
<td>$25,150</td>
</tr>
<tr>
<td>IMO</td>
<td>$3,593</td>
</tr>
<tr>
<td>ITU</td>
<td>$8,133</td>
</tr>
<tr>
<td>UNDP</td>
<td>$36,630</td>
</tr>
<tr>
<td>UNESCO</td>
<td>$24,998</td>
</tr>
<tr>
<td>UNHCR</td>
<td>$7,849</td>
</tr>
<tr>
<td>UNICEF</td>
<td>$35,687</td>
</tr>
<tr>
<td>UNIDO</td>
<td>$48,140</td>
</tr>
<tr>
<td>UN</td>
<td>$7,403</td>
</tr>
<tr>
<td>UNOPS</td>
<td>$150,424</td>
</tr>
<tr>
<td>UNRWA</td>
<td>$7,068</td>
</tr>
<tr>
<td>UPU</td>
<td>$7,314</td>
</tr>
<tr>
<td>WFP</td>
<td>$13,964</td>
</tr>
<tr>
<td>WHO</td>
<td>$47,572</td>
</tr>
<tr>
<td>WIPO</td>
<td>$7,575</td>
</tr>
<tr>
<td>WMO</td>
<td>$2,758</td>
</tr>
<tr>
<td>UNAIDS</td>
<td>$5,000</td>
</tr>
<tr>
<td>Total contributions</td>
<td>$505,000</td>
</tr>
</tbody>
</table>

Balance Sheet as of 31 December 2014 (UNSAS)
(expressed in US dollars)

<table>
<thead>
<tr>
<th>Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and term deposits</td>
<td>$605,333</td>
</tr>
<tr>
<td>Cash pool</td>
<td>$11,672,607</td>
</tr>
<tr>
<td>Pledge contributions receivable</td>
<td>$1,337,668</td>
</tr>
<tr>
<td>Other accounts receivable</td>
<td>$821,909</td>
</tr>
<tr>
<td>Total Assets</td>
<td>$14,337,517</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interfund balances payable</td>
<td>$(168,995)</td>
</tr>
<tr>
<td>Other accounts payable</td>
<td>$(572,874)</td>
</tr>
<tr>
<td>Contributions/payments received in advance</td>
<td>$(2,069,753)</td>
</tr>
<tr>
<td>Unliquidated obligations</td>
<td>$(403,645)</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>$(3,265,267)</td>
</tr>
</tbody>
</table>

Reserves and Fund Balances

| Operating reserves | $(1,342,206) |
| Refund to donors   | $-          |
| Deficit (cumulative surplus) | $(3,730,044)|
| Total Reserves and Fund Balances | $(11,072,250)|

| Total Liabilities Reserves and Fund Balances | $(14,337,517)|

Origin of Contributions for 2014
(expressed in US dollars)

<table>
<thead>
<tr>
<th>Contribution in 2014</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundations</td>
<td>$529,691</td>
</tr>
<tr>
<td>UN Core Contribution</td>
<td>$505,000</td>
</tr>
<tr>
<td>Self Generated Income</td>
<td>$5,563,119</td>
</tr>
<tr>
<td>Governments</td>
<td>$792,747</td>
</tr>
<tr>
<td>Total</td>
<td>$7,386,557</td>
</tr>
</tbody>
</table>

Self-Generated Income by Year
(expressed in US dollars)

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Self-Generated Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>$6,794,361</td>
</tr>
<tr>
<td>2012</td>
<td>$5,438,142</td>
</tr>
<tr>
<td>2013</td>
<td>$4,911,366</td>
</tr>
<tr>
<td>2014</td>
<td>$5,563,119</td>
</tr>
</tbody>
</table>
“In this twenty-first century, the only certainty is change and we have to prepare ourselves for that. And I think you can only prepare yourselves for that and accept that reality if you receive the right training, if you receive the ‘glue’ that brings us together through a training that is oriented to the culture [of the Organization] and the common aspects that bring all of us together.”

- Susana Malcorra, UN Chef de Cabinet, to the Learning Managers Forum 2014
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.

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.

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