



Economic and Social Council

Distr.: General
15 May 2009

Original: English

Substantive session of 2009

Geneva, 6-31 July 2009

Item 15 of the provisional agenda*

United Nations research and training institutes

Report of the Director of the United Nations System Staff College on its work, activities and accomplishments

Note by the Secretary-General

Pursuant to General Assembly resolution 60/214, the Secretary-General transmits herewith to the Economic and Social Council the fourth report by the Director of the United Nations System Staff College on the work, activities and accomplishments of the College.

* E/2009/100.



Summary

The present report has been prepared pursuant to General Assembly resolution 60/214. It highlights learning and training initiatives undertaken by the United Nations System Staff College from 1 July 2007 to 30 April 2009.

The report shows the progress made towards the College's main goal of becoming a centre of excellence for learning and training in the United Nations system by fostering the implementation of knowledge-sharing mechanisms and improving system-wide coherence.

The report also illustrates internal reforms which are being introduced at the College and provides Member States with a proposal to strengthen the College's governance structure.

Contents

	<i>Page</i>
I. Introduction	3
II. Overview of activities	3
A. Knowledge-sharing	3
B. Leadership-building	5
C. Certification	6
D. United Nations country team support	7
III. Management reforms	7
IV. Main accomplishments	8
V. Recommendations	9
Annexes	
I. Enhancement of the governance structure of the United Nations System Staff College	10
II. Main activities from July 2007 to December 2008	13

I. Introduction

1. The present report has been prepared pursuant to General Assembly resolution 60/214, in which the General Assembly, *inter alia*, reaffirmed the role of the United Nations System Staff College as an institution for system-wide knowledge management, training and continuous learning for the staff of the United Nations, in particular in the areas of economic and social development, peace and security and internal management.

2. The report covers the two years that have elapsed since the previous report, namely, the period from 1 July 2007 to 30 April 2009. During that time, the College underwent a change in leadership, with the appointment of a new Director, Carlos Lopes, in October 2007.

3. By providing an update on the activities of the College, the report shows the progress made towards the College's main goal of becoming a centre of excellence for learning and training in the United Nations system. At the same time, it is aimed at providing concrete results to address the invitation contained in resolution 60/214 to strengthen further its engagement in knowledge-sharing and to contribute to system-wide coherence.

4. In line with resolution 60/214, the call by the General Assembly for the College to lead by example by increasing its own operational effectiveness has been well received by the College, which initiated a number of management reforms. Those reforms included assessing and streamlining pivotal processes such as risk management and results-based management; successfully recruiting qualified staff to cover key positions; strengthening its organizational structure; and introducing the mechanisms and tools necessary for knowledge management. Details of the reform process are set out in section III of the present report.

5. A proposal to strengthen the governance structure of the College is also presented for consideration by Member States (see sect. V and annex I).

II. Overview of activities

6. For the purpose of the present report, United Nations System Staff College training and learning activities are presented under four main thematic areas: knowledge-sharing, leadership-building, certification and support to United Nations country teams. Those areas reflect the College's endeavour to provide system-wide learning and training opportunities which will (a) foster the development of knowledge-sharing mechanisms; (b) strengthen the system's leadership capacity at all levels; (c) improve quality control and uniformity of approaches and methods in key areas; and (d) continue to build and improve the capacity of key United Nations actors working at the country level.

A. Knowledge-sharing

7. The College has placed the concept of knowledge management at the centre of its business model. This means that it is moving towards ensuring that its main business will be to create opportunities and facilitate possibilities for sharing ideas and experiences. That approach — learning by sharing — is designed to access the

immense knowledge and experience available in various areas throughout the system. The final goal of the approach is to respond to the need for increased system-wide coherence.

8. The College continued to play an increasingly active role in facilitating collaboration and knowledge management by targeting the United Nations system's key learning actors. Since 1997, the College has been nurturing the development of the learning function through the organization of the Learning Managers Forum, a key annual event in the United Nations system enabling learning chiefs to address common challenges, share best practices and foster inter-agency collaboration. The Forum annually brings together some 50 learning chiefs from the entire United Nations system.

9. The United Nations System Staff College has continued to foster the growth of the United Nations Learning Community as a strong community of practice, thereby contributing to its consolidation as a key reference point for discussions, requests and collaboration on training and learning management for the United Nations and United Nations-affiliated organizations. The Learning Community, which was established in 2002, has made it possible for 422 United Nations staff from various United Nations system organizations to share their knowledge and experience in the field of learning management, generating over 2,500 contributions. A new online platform has been deployed to strengthen the ability of the community to collaborate using modern Web-based tools, to network and to manage the pieces of knowledge and information gathered. The new online community platform has also strengthened the capacity of the Staff College to support and empower regional and thematic networks, such as the Geneva Learning Network, the New York group on learning and United Nations country teams. The College's activities in this area directly contributed to the enhancement of the learning management competencies of United Nations staff involved in managing or supporting learning processes, as well as facilitating the creation of working groups on various issues and the consequent dissemination of good practices to all community members. The creation and activity of the UNeLearn inter-agency group, which connects representatives from 22 United Nations system organizations with a view to identifying and sharing lessons learned on technology-supported learning, is a clear example in this regard.

10. As part of its new learning model, the College also endeavoured to offer technology-based learning solutions that are creative, user-friendly and cost-effective, including the online course "Welcome to the UN: a UN System Induction Course", which is being continually updated and developed and is aimed at supporting common staff orientation processes in the system. In March 2009, the College deployed an enhanced version of the online course, which is offered at no cost to United Nations colleagues across the system in English, French and Spanish. More than 800 United Nations colleagues have registered for the course. Furthermore, an increasing number of United Nations system organizations are contacting the College to show their interest in building upon the standard course in the formulation of their respective agencies' online induction products.

11. The College also provided knowledge-sharing opportunities at the country level by organizing a forum for the resident coordinators of the eight "One United Nations" system-wide coherence pilot countries (Albania, Cape Verde, Mozambique, Pakistan, Rwanda, the United Republic of Tanzania, Uruguay and Viet Nam) to share lessons learned and challenges ahead in implementing the "delivering

as one” model. In addition, the College has been requested to support the development of the United Nations coherence toolkit, which will provide a comprehensive framework to help countries plan for and implement the change effort needed to create a more coherent United Nations in an efficient and effective manner.

12. Highlighting the strong relationship among and interdependence of peace, security and sustainable development, the United Nations System Staff College, together with the Centre for International Peace Operations (ZIF), initiated a process of rethinking how to better link development efforts with modern peacekeeping and peacebuilding interventions. As a result of that partnership, events will be organized for the senior leadership of conflict-affected countries, with the aim of providing a space for dialogue and discussion.

B. Leadership-building

13. The work of the College in the area of leadership-building is related to the need to foster coherence at all levels of the system. Taking an inclusive approach to leadership-building, the College has delivered activities that are not only cross-agency in nature, but also encompass the full range of United Nations staff, from new recruits to top management, providing learning opportunities in leadership-related areas to almost 500 staff during the period under review.

14. For two consecutive years (2007 and 2008), the College has been entrusted by the Executive Office of the Secretary-General with the organization and delivery of the Secretary-General’s Turin retreat, in partnership with the United Nations Institute for Training and Research (UNITAR) and the Department of Management of the Secretariat. The retreat represents a unique opportunity for all those who report directly to the Secretary-General (some 60 Under-Secretaries-General and Assistant Secretaries-General) to interact with one another and with the Secretary-General for two full days and to collectively reflect on how the Organization could address its responsibilities more effectively. The College is continuing efforts to make the retreat an annual learning and sharing event for the top management of the United Nations.

15. The College has addressed the need for a system-wide leadership course targeting senior managers at the Director level and above, at the request of the United Nations System Chief Executives Board for Coordination (CEB). Although many courses on leadership and management are organized by institutions individually, the United Nations system as a whole lacks opportunities for synergy among participants from different agencies. To achieve a more cohesive management culture, it is therefore imperative that the senior management of the system is provided with more opportunities to interact, learn and share from experiences which go beyond their organization but are common to the system.

16. Against that backdrop, the College has designed a truly system-wide programme, in collaboration with an inter-agency reference group of 10 United Nations organizations and in partnership with academic leadership experts. The United Nations Leaders Programme is aimed at addressing the system’s need to build a strategic cadre of leaders, equipped for tackling the global challenges facing the United Nations. The programme has therefore been designed on the basis of a thematic approach to address the concept of leadership in relation to United Nations

issues such as climate change, human rights, accountability and conflict resolution. The College intends to organize several cohorts each year, starting in May 2009.

17. With a similar objective, but targeting the country and regional level, the College continued to deliver leadership training for United Nations country teams, including resident coordinators and other agency representatives. The United Nations country team leadership and coordination skills programme is aimed at increasing the potential for joint programming and improving the leadership and management skills of country teams by facilitating inter-agency learning. In 2007 and 2008, five workshops were held, providing training to 133 United Nations leaders. In 2009, another four events are planned in response to increasing demand.

18. In association with UNITAR, the College co-organized two seminars for special and personal representatives of the Secretary-General. The meetings consisted of two and a half days of intensive dialogue with a view to enhancing the effectiveness of United Nations peace missions through the sharing of experience and knowledge.

19. Finally, the College's effort to ensure that staff at all levels receive appropriate professional skills has been translated into two annual orientation programmes for new United Nations recruits, namely, "United Nations Fellows: Tools for Development Cooperation" and the "Young Professionals Orientation Programme". Both activities are developed and delivered with a view to fostering coherence in staff orientation processes. During the period under review, 210 junior staff benefited from that training.

C. Certification

20. In 2007, the College began collaborating with key stakeholders to develop programmes aimed at awarding system-wide certification. The College believes that system-wide certification is a strong means of further solidifying its position as a recognized United Nations centre of excellence for learning. Moreover, certification represents a concrete tool to better ensure uniformity of approaches and methods in areas such as project design, monitoring and evaluation, overall programme/project management and accountability and transparency.

21. In addition, the College considers that system-wide certification will respond to the Secretary-General's demand for staff mobility and inter-agency movements by ensuring that the certified skills of staff are recognized within the system. In this context, the College will continue to work in collaboration with human resources departments to better link staff learning, training and certification to overall career development and performance management.

22. In partnership with the Department of Safety and Security, the College implemented the Safe and Secure Approaches in Field Environments (SSAFE) project. The project customizes training materials to meet country-specific security and safety needs and, by means of training-of-trainers workshops, prepares field staff to conduct and deliver certified SSAFE training programmes in their own countries. A comprehensive database provides statistical data on individuals trained, customized training modules, exchange of information and solutions to common problems encountered when delivering such approaches in countries. The multiplier

effect of the training-of-trainers module adopted in the programme has led to 4,706 participants being trained under the SSAFE programme since its inception in 2007.

23. In addition, stronger collaboration with key partners such as the United Nations Evaluation Group, the Office of the Special Adviser to the Secretary-General on Gender Issues and Advancement of Women and the Return on Investment Institute resulted in the design and delivery of staff development programmes in strategic United Nations system-wide areas such as evaluation and gender mainstreaming, with future certification opportunities. Those initiatives were endorsed and strongly recommended by the Board of Governors of the United Nations System Staff College during its session on 4 December 2008 as being paramount from both an academic and a knowledge-management perspective.

D. United Nations country team support

24. The College continued to develop its activities in support of the capacities of United Nations country teams to deliver more strategic and coordinated programmes in the country in which they serve. A significant share of the learning events in this area focused on training country teams that started their new programme cycle through the United Nations Development Assistance Framework. Since the beginning of the planning process, the College has been providing learning and training events to those teams, including Development Assistance Framework design workshops and training on human-rights-based approaches, on programming and results-based management and on strategic planning support. Since 2007, the College has delivered 92 events, providing learning opportunities to 4,356 country team staff members.

25. In response to the United Nations system's demand for assistance to country teams in integrating conflict-sensitive development into the United Nations planning and programming process, the College, in partnership with the United Nations inter-agency framework team for preventive action, developed the "Conflict Prevention: Analysis for Action" (CPAA) project, which has been under way since 2008. Under the project, the College will offer a number of activities, including standard skill-building workshops on conflict analysis for prevention, activities aimed at mainstreaming conflict prevention into United Nations planning and programming processes in both common country assessment/United Nations Development Assistance Framework and transition countries and other tailor-made activities responding to ad hoc inter-agency requests. In addition, the College will be able to make strategic use of regional training workshops organized under the CPAA project with a view to initiating targeted discussions with selected country teams on conflict prevention.

III. Management reforms

26. The General Assembly's call for the College to increase its operational effectiveness and lead by example (resolution 60/214) has been well received and was translated into a number of concrete management reforms carried out during the biennium 2007-2008.

27. As a first step in its efforts to improve operational effectiveness, the College began to recruit a number of professional staff to cover key programme positions, allowing for further expansion of its services. In particular, the successful recruitment of a Deputy Director for Programmes resulted in a number of structural and management changes being introduced to bring greater focus, cohesiveness, synergy, innovation and robustness to the College's programmes, including efforts towards systematizing project management through the development of a project management manual and guidelines for the College, which resulted in improved coordination and cohesion among the College's programme areas.

28. More generally, a strategic shift towards the concept of results-based management was successfully introduced in 2008 under the new Director. A detailed programme strategy and priorities for 2009, together with a results-based budget, were presented for the first time to the Board of Governors on 4 December 2008, stating clear objectives and performance management indicators. The overall goal of the College to become a results-oriented, high-quality provider of learning and training services to support the United Nations system will be the guiding principle for obtaining results and mobilizing necessary resources.

29. During 2008, the College initiated a programme financial monitoring system to increase coordination and provide systematic financial monitoring to project managers, thus mainstreaming risk management into the College's programmes. In addition, the College established the Project Approval Committee, with a view to evaluating and assessing the feasibility and sustainability of all project proposals. The introduction of such risk-assessment mechanisms greatly reduced the potential for unexpected financial and programmatic challenges and further improved the College's effectiveness.

IV. Main accomplishments

30. The budget of the College for 2008 represented a 17 per cent increase over that for 2007. A further moderate increase of 2 per cent is expected in 2009. However, its financial resources for the period 2007 to 2009 increased by 65 per cent.

31. There was a notable increase in the number of staff trained from 2007 to 2008, with the figure doubling from 4,032 to 8,032, mainly owing to the multiplier effect of the SSAFE programme. Learning and training activities were delivered in more than 50 countries, encompassing the entire management of the United Nations system.

32. As part of the College's overall strategy, more partnerships were initiated both inside and outside the system. The College joined with a number of United Nations organizations and departments, including UNITAR, the Development Operations Coordination Office, the Department for Safety and Security, the United Nations Evaluation Group and the United Nations Office of the Special Adviser on Gender Issues and the Advancement of Women, to find better ways of improving system-wide coherence. New ventures with Governments and other multilateral organizations were also initiated in areas of common interest, including the World Bank, the Centre for International Peace Operations of the Government of Germany, the Swedish International Development Cooperation Agency, the Department for International Development of the United Kingdom of Great Britain and Northern Ireland and the Catalan government. Stronger links with the city of Turin and the

Piedmont region, with local foundations (Compagnia di San Paolo; the CRT Foundation) and with the private sector (UniCredit Group) increased in kind contributions, which have enabled the College to improve the scope of its services. Finally, the College continued to strengthen its reputation as a centre of excellence by increasing academic partnerships through the signing of institutional agreements and the use of world-renowned academic experts to design and deliver its activities.

V. Recommendations

33. Since the inception of the United Nations System Staff College in 2002, the modus operandi of its Board of Governors has not been clarified. This has contributed to two main problems, namely, a lack of clarity in the Board's structural set-up, and the absence of systematic procedural mechanisms for the Board, both of which contributed to the absence of predictability in terms of composition and attendance. The situation has proved counterproductive in terms of work planning and agenda-setting. In accordance with article IV of its statute, "the Staff College shall have a Board of Governors composed of representatives of the member organizations of the Administrative Committee on Coordination" (see resolution 55/278, annex); the Committee has been succeeded by the United Nations System Chief Executives Board for Coordination. Paragraph 2 of article II states that the Board of Governors "shall adopt its own rules of procedure, which shall be consistent with the provisions of the present statute".

34. The Board of Governors of the United Nations System Staff College, during its ninth session, held on 4 December 2008, recognized and endorsed the need to enhance the predictability and reliance of the governance of the College. As a follow-up to the Board's recommendations, a consultation process was initiated under the auspices of the Secretary-General.

35. Following approval by CEB and the Secretary-General, a proposal is presented in annex I to the present report for review by Member States.

Annex I

Enhancement of the governance structure of the United Nations System Staff College

Proposal

1. Since the inception of the United Nations System Staff College in 2002, the modus operandi of its Board of Governors has revealed a need for clarification to overcome an underlying lack of clarity in its structural set-up as well as an absence of systematic procedural mechanisms, which have hindered its satisfactory operation.
2. Following consultation and endorsement by the current Board of Governors at its ninth session, held on 4 December 2008, and by the heads of the United Nations System Chief Executives Board for Coordination (CEB), the attached proposed changes to the statute of the United Nations System Staff College are hereby being submitted to the Economic and Social Council for approval (see enclosure).
3. The following are the key elements of the proposal:

Composition of the Board of Governors of the United Nations System Staff College

- The Board of Governors would meet annually and the role of the Deputy Secretary-General as Chair of the Board would be formally acknowledged.
- The composition of the Board would be nine members, selected by the United Nations System Chief Executives Board for Coordination, plus three ex officio members (the Director of the United Nations System Staff College, the Secretary of CEB and the Executive Director of the United Nations Institute for Training and Research).
- CEB will establish the relevant procedures to ensure that its selection provides for the fair representation of United Nations system organizations, including a rotation system, as well as the suitability of the candidates for that function.
- Board members would be appointed by the Secretary-General of the United Nations for a period of two years, with the possibility of a one-year extension. The candidates selected would have to be at the Director level or above.

Expert Technical Review Panel

- The Expert Technical Review Panel would continue to report to the Board of Governors, but its functions would be better defined as performing programmatic analysis and providing advice on the programme activities of the Staff College.
- Board members would not be eligible to serve as members of the Expert Technical Review Panel in order to avoid conflicts of interest.

Enclosure

Proposed changes to the statute of the United Nations System Staff College*

Article IV Governance

For the existing text *substitute*

1. The Staff College shall have a Board of Governors composed of individuals selected among the staff of the member organizations of the United Nations System Chief Executives Board for Coordination (CEB). CEB, through its High-level Committees on Management and Programmes shall establish a procedure to recommend to the Secretary-General individuals to serve as Board members. The selection shall take into account the need to have a broad representation of various communities of interest within the United Nations system, such as learning and training specialists; managers in charge of priority areas as identified by CEB; human resources management and personnel policy experts; and representatives serving in United Nations field operations.
2. The Secretary-General shall appoint a maximum of nine individuals to serve on the Board of Governors, in addition to the ex officio members.
3. Members of the Board of Governors shall serve for a two-year term. The term of a member of the Board may be renewed for an additional year.
4. Board members shall be at the Director level or above. The CEB Secretary, the Director of the Staff College and the Executive Director of the United Nations Institute for Training and Research shall serve as ex officio members of the Board.
5. The Board of Governors shall be chaired by the Deputy Secretary-General. The Deputy Secretary-General may designate any member of the Board to chair a session on his/her behalf.
6. The Board shall meet at least once a year and shall adopt its own rules of procedure, which shall be consistent with the provisions of the present statute.
7. The Board shall be responsible for:
 - (a) Formulating general policy for the activities of the Staff College;
 - (b) Considering the work programme and budget, on the basis of proposals submitted by the Director of the Staff College;
 - (c) Considering ways and means of enhancing the financial resources of the Staff College with a view to ensuring the effectiveness and continuity of its operations;
 - (d) Evaluating the activities of the Staff College and their impact and reporting thereon to CEB;
 - (e) Submitting an annual report to CEB.

* The statute was approved by the General Assembly in 2001 (see resolution 55/278, annex).

8. The Board shall establish an expert technical review panel to advise on the development of the activities of the Staff College, in order to contribute to the enhancement of programmatic and methodological expertise. The technical review panel shall be composed of experts who shall be selected by the Board to serve for periods not exceeding three years.

9. The Secretary-General, in his capacity as Chairman of CEB, shall submit a biennial report to the Economic and Social Council on the activities of the Staff College.

Article V

Director and staff

Paragraphs 1 and 4

For the Administrative Committee on Coordination substitute CEB

Article VI

Associate collaborators and consultants

For the above substitute

Article VI

Associate fellows and consultants

Paragraphs 1 and 2

For collaborators substitute fellows

Article VII

Finance

Paragraph 2

For the existing text substitute

2. The Staff College shall have a biennial budget approved by the Board. A core portion of this budget shall be met by the members of CEB in accordance with the cost-sharing formula decided upon by CEB.

Paragraph 7

For the existing text substitute

7. The Board shall consider the proposed budget and seek approval by CEB for any changes related to the contributions of participating agencies. The budget, as approved by the Board, shall be forwarded to the participating agencies. The United Nations shall bill the agencies for their share of the core budget.

Article X

Amendments

For the existing text substitute

Amendments to the present statute may be made by the Economic and Social Council on the recommendation of CEB.

Annex II

Main activities from July 2007 to December 2008

	<i>Activity</i>	<i>Country</i>	<i>From</i>	<i>To</i>	<i>Number of participants</i>
1	Regional course on partnering skills for strategic engagement	Panama	25/01/2007	27/01/2007	26
2	Action II — training of trainers and validation workshop on the human-rights-based approach	Italy	29/01/2007	02/02/2007	37
3	United Nations country team annual retreat	Democratic People's Republic of Korea	29/01/2007	31/01/2007	15
4	Strategic planning retreat	Nepal	30/01/2007	31/01/2007	101
5	Department of Safety and Security security certification programme	Italy	11/02/2007	02/03/2007	37
6	Strategic planning retreat	Madagascar	14/02/2007	16/02/2007	145
7	Human-rights-based approach/results-based management workshop	Thailand	26/02/2007	02/03/2007	20
8	Regional course on partnering skills for strategic engagement	Thailand	27/02/2007	01/03/2007	16
9	Strategic thinking, negotiation and consensus-building	Thailand	27/02/2007	01/03/2007	14
10	Empowering media skills for United Nations managers	Thailand	27/02/2007	01/03/2007	2
11	United Nations Office of the Recovery Coordinator for Aceh and Nias: partnering skills for strategic engagement	Indonesia	05/03/2007	07/03/2007	33
12	Human-rights-based approach/results-based management workshop	Pakistan	05/03/2007	07/03/2007	44
13	Triennial comprehensive policy review meeting 2007	Italy	14/03/2007	16/03/2007	7
14	Delivering as one United Nations	Cape Verde	15/03/2007	16/03/2007	22
15	United Nations evaluation group: evaluation workshop	Italy	18/03/2007	24/03/2007	30
16	Human-rights-based approach/results-based management workshop	Kenya	19/03/2007	23/03/2007	21
17	Strategic thinking, negotiation and consensus-building	Kenya	20/03/2007	22/03/2007	16
18	Partnering for strategic engagement	Kenya	20/03/2007	22/03/2007	17
19	Design workshop for UNDAF preparation	Ecuador	21/03/2007	22/03/2007	59
20	Donor/NGO consultations on the United Nations transition plan	Kenya	26/03/2007	26/03/2007	49

	<i>Activity</i>	<i>Country</i>	<i>From</i>	<i>To</i>	<i>Number of participants</i>
21	Design workshop for UNDAF preparation	Sudan	28/03/2007	29/03/2007	29
22	United Nations transition plan: results-based management-human-rights-based approach retreat for the Somalia United Nations country team	Kenya	28/03/2007	29/03/2007	83
23	Design workshop for UNDAF preparation	Niger	04/04/2007	05/04/2007	78
24	Design workshop for UNDAF preparation	Benin	11/04/2007	12/04/2007	25
25	Harmonized approach to cash transfers	Italy	25/04/2007	27/03/2007	41
26	Developing partnering skills workshop	Kuwait	01/05/2007	01/05/2007	11
27	Department of Safety and Security refresher training programme	Italy	06/05/2007	18/05/2007	29
28	United Nations country team annual retreat	Yemen	08/05/2007	09/05/2007	34
29	Design workshop for UNDAF preparation	Nigeria	09/05/2007	10/05/2007	39
30	United Nations reform workshop for United Nations Volunteers	Germany	10/05/2007	11/05/2007	44
31	Design workshop for UNDAF preparation	Angola	14/05/2007	18/05/2007	40
32	Evaluation and impact assessment of learning and training	Switzerland	21/05/2007	23/05/2007	23
33	Design workshop for UNDAF preparation	Kenya	23/05/2007	24/05/2007	50
34	Human-rights-based approach/results-based management workshop	Tunisia	28/05/2007	01/06/2007	35
35	Delivering as one: One Programme United Nations Rwanda	Rwanda	28/05/2007	30/05/2007	40
36	Human-rights-based approach/results-based management orientation workshop	Niger	29/05/2007	30/05/2007	38
37	Leadership programme for women	Italy	30/05/2007	01/06/2007	7
38	Partnership-building strategy needs assessment workshop	South Africa	31/05/2007	31/05/2007	14
39	Global induction workshop for coordination officers	United States of America	04/06/2007	08/06/2007	34
40	Learning Managers Forum	Italy	06/06/2007	08/06/2007	46
41	Department of Safety and Security refresher training programme	Italy	10/06/2007	22/06/2007	22

	<i>Activity</i>	<i>Country</i>	<i>From</i>	<i>To</i>	<i>Number of participants</i>
42	Delivering as one: United Nations pilot resident coordinators consultations	United States of America	18/06/2007	19/06/2007	8
43	Strategic planning workshop	Serbia and Montenegro	19/06/2007	20/06/2007	47
44	Safe and Secure Approaches in Field Environments (SSAFE) training programme	Italy	24/06/2007	29/06/2007	20
45	Human-rights-based approach/results-based management workshop	Italy	25/06/2007	29/06/2007	23
46	Strategic thinking, negotiation and consensus-building	Italy	26/06/2007	28/06/2007	19
47	Partnering skills for strategic engagement	Italy	26/06/2007	28/06/2007	23
48	Design workshop for UNDAF preparation	Côte d'Ivoire	27/06/2007	29/06/2007	90
49	Delivering as one: One United Nations retreat, Cape Verde team	Senegal	02/07/2007	03/07/2007	38
50	Human-rights-based approach/results-based management orientation workshop	Ecuador	03/07/2007	07/07/2007	49
51	Design workshop for UNDAF preparation	Congo	03/07/2007	04/07/2007	41
52	United Nations country team annual retreat	Sri Lanka	05/07/2007	06/07/2007	48
53	Orientation workshop on human-rights-based approach/results-based management	Kenya	09/07/2007	12/07/2007	40
54	Actors for change — strengthening national human rights institutions	Kenya	17/07/2007	20/07/2007	27
55	Human-rights-based approach/results-based management orientation workshop	Angola	17/07/2007	20/07/2007	25
56	United Nations training of trainers procurement training programme	Italy	23/07/2007	27/07/2007	14
57	Human-rights-based approach/results-based management orientation workshop	Nigeria	24/07/2007	26/07/2007	42
58	Introductory module on what evaluation is and how it is designed and managed	Italy	30/07/2007	03/08/2007	32
59	Strategic planning retreat	Kenya	01/08/2007	03/08/2007	141
60	Secretary-General's Turin retreat	Italy	31/08/2007	02/09/2007	58
61	Young Professionals Orientation Programme	Italy	02/09/2007	14/09/2007	49
62	UNHCR strategic engagement in transition situations	Kenya	04/09/2007	06/09/2007	30

	<i>Activity</i>	<i>Country</i>	<i>From</i>	<i>To</i>	<i>Number of participants</i>
63	Human-rights-based approach/ results-based management orientation workshop	Benin	12/09/2007	14/09/2007	75
64	Human-rights-based approach/ results-based management orientation workshop	Haiti	14/09/2007	14/09/2007	28
65	Design workshop for UNDAF preparation	Haiti	17/09/2007	18/09/2007	48
66	United Nations Assistance Strategy for Iraq 2008-2010	Jordan	23/09/2007	24/09/2007	50
67	Train the trainers for Headquarters Committee on Contracts training	United States of America	24/09/2007	28/09/2007	9
68	Training of trainers partnering skills workshops	Italy	24/09/2007	27/09/2007	24
69	United Nations integrated management team retreat	Burundi	24/09/2007	26/09/2007	59
70	Strategic prioritization retreat	Nigeria	27/09/2007	28/09/2007	75
71	Department of Safety and Security basic hostage incident management training workshop	Italy	30/09/2007	05/10/2007	26
72	Belbin Team Role and Interplace certification	Switzerland	02/10/2007	04/10/2007	13
73	Human-rights-based approach/results-based management orientation workshop	Guyana	16/10/2007	18/10/2007	26
74	Conflict prevention: analysis for action	Ecuador	17/10/2007	18/10/2007	38
75	Strategic planning retreat	Benin	17/10/2007	18/10/2007	127
76	Use of DevInfo for strategic decision-making	Italy	22/10/2007	26/10/2007	27
77	Human-rights-based approach/ results-based management orientation workshop	Timor-Leste	25/10/2007	26/10/2007	52
78	Human-rights-based approach/ results-based management workshop	Sudan	29/10/2007	31/10/2007	26
79	Design workshop for UNDAF preparation	Mauritania	31/10/2007	01/11/2007	35
80	United Nations coordination and leadership skills workshop	Italy	05/11/2007	15/11/2007	51
81	Safe and Secure Approaches in Field Environments training programme	Italy	11/11/2007	16/11/2007	22
82	Partnering skills for strategic engagement	Panama	12/11/2007	14/11/2007	24
83	Design workshop for UNDAF preparation	Timor-Leste	15/11/2007	16/11/2007	93

	<i>Activity</i>	<i>Country</i>	<i>From</i>	<i>To</i>	<i>Number of participants</i>
84	Strategic thinking, negotiation and consensus-building	Panama	15/11/2007	17/11/2007	23
85	Strategic planning retreat	Niger	21/11/2007	22/11/2007	86
86	United Nations senior management network programme	Netherlands	26/11/2007	29/11/2007	46
87	Introductory module on what evaluation is and how it is designed and managed	Italy	26/11/2007	30/11/2007	28
88	Global compact implementation workshop	Italy	26/11/2007	29/11/2007	28
89	Strategic planning retreat	Sudan	27/11/2007	29/11/2007	116
90	United Nations Fellows Workshop: Tools for Development Cooperation	Italy	02/12/2007	14/12/2007	40
91	Department of Safety and Security security certification programme	Italy	02/12/2007	19/12/2007	29
92	Strategic planning retreat	Sudan	03/12/2007	04/12/2007	91
93	Department of Safety and Security, Security and Safety Services training of trainers	Italy	10/12/2007	14/12/2007	24
94	Strategic planning retreat	Lebanon	10/12/2007	13/12/2007	40
95	Partnering skills for strategic engagement for Ethiopia UNAIDS	Ethiopia	10/12/2007	18/12/2007	66
96	Harmonized approach to cash transfers: regional training of trainers	South Africa	11/12/2007	14/12/2007	33
97	Strategic planning retreat	Congo	12/12/2007	14/12/2007	62
98	Programme on evaluation and impact assessment of training and learning	Italy	17/12/2007	19/12/2007	21
99	Secure and Safe Approaches to Field Environments (SSAFE): courses run by certified SSAFE trainers	Afghanistan, Brazil, Colombia, China, Haiti, Nepal, Peru, Somalia, Sudan, Switzerland	01/01/2008	31/12/2008	4 583
100	Strategic planning retreat preparation meeting	Haiti	18/01/2008	18/01/2008	28
101	Training of trainers on the Action 2 common learning package on a human-rights-based approach	Italy	21/01/2008	25/01/2008	40
102	Office of the United Nations High Commissioner for Human Rights training on human-rights-based approach	Italy	21/01/2008	25/01/2008	39
103	Training of trainers on common country assessments/UNDAF process	Italy	21/01/2008	26/01/2008	39
104	Communications skills for junior diplomats	Italy	30/01/2008	01/02/2008	28

	<i>Activity</i>	<i>Country</i>	<i>From</i>	<i>To</i>	<i>Number of participants</i>
105	Human-rights-based approach orientation workshop	Mauritania	04/02/2008	05/02/2008	39
106	UNFPA partnering skills workshop	South Africa	07/02/2008	07/02/2008	21
107	United Nations Evaluation Group Rwanda	Rwanda	18/02/2008	22/02/2008	38
108	United Nations country team strategic planning retreat	Timor-Leste	20/02/2008	21/02/2008	122
109	United Nations country team Iraq annual retreat	Jordan	23/02/2008	24/02/2008	41
110	Actors for change — training of trainers for the Kenya National Commission on Human Rights	Kenya	25/02/2008	29/02/2008	17
111	One United Nations Albania country team retreat	Albania	25/02/2008	26/02/2008	22
112	United Nations country team strategic planning retreat	Côte d'Ivoire	27/02/2008	28/02/2008	85
113	Design meeting, CEB Cluster on Trade And Productive Capacity pilot training for resident coordinators	Switzerland	29/02/2008	29/02/2008	4
114	United Nations Evaluation Group Panama	Panama	10/03/2008	14/03/2008	35
115	United Nations country team coordination and leadership skills	Italy	10/03/2008	20/03/2008	15
116	United Nations country team strategic planning retreat	Haiti	13/03/2008	14/03/2008	62
117	WHO partnering workshop	Sri Lanka	18/03/2008	20/03/2008	26
118	Workshop on capacity-building for management in the context of United Nations reform for senior ILO officials	Italy	31/03/2008	04/04/2008	24
119	DevInfo training workshop	Italy	31/03/2008	04/04/2008	22
120	UNEP Mercury Partnership meeting	Switzerland	01/04/2008	03/04/2008	77
121	United Nations Evaluation Group Mali	Mali	07/04/2008	11/04/2008	68
122	UNDAF design workshop	Guatemala	08/04/2008	11/04/2008	58
123	Safe and Secure Approaches in Field Environments training programme	Italy	13/04/2008	18/04/2008	27
124	United Nations country team strategic planning retreat	Botswana	14/04/2008	18/04/2008	47
125	UNDAF design workshop	Bosnia and Herzegovina	16/04/2008	16/04/2008	25
126	Office for the Coordination of Humanitarian Affairs leadership design workshop	Switzerland	25/04/2008	25/04/2008	12
127	UNDAF design workshop	Tajikistan	05/05/2008	08/05/2008	77

<i>Activity</i>	<i>Country</i>	<i>From</i>	<i>To</i>	<i>Number of participants</i>
128 UNEP regional workshop on a human-rights-based approach/ results-based management	Thailand	05/05/2008	09/05/2008	30
129 Advanced partnering skills	South Africa	05/05/2008	07/05/2008	27
130 Geneva trade design mission	Switzerland	05/05/2008	06/05/2008	8
131 UNDAF design workshop	Philippines	13/05/2008	16/05/2008	54
132 UNDAF design workshop	Kazakhstan	14/05/2008	16/05/2008	23
133 Microinsurance Innovation Facility, International Labour Organization	Switzerland	16/05/2008	16/05/2008	7
134 Making Trade Work for the MDGs	Italy	19/05/2008	22/05/2008	20
135 UNEP environmental sustainability and United Nations country programming	Kenya	19/05/2008	23/05/2008	33
136 Coordination officers workshop	United States of America	19/05/2008	23/05/2008	43
137 Enhancing communication skills and media relations for diplomacy	Italy	20/05/2008	22/05/2008	15
138 Comprehensive Nuclear-Test-Ban Treaty Organization workshop	Italy	26/05/2008	30/05/2008	19
139 UNDAF design workshop	Islamic Republic of Iran	26/05/2008	29/05/2008	78
140 UNDAF design workshop	Serbia	03/06/2008	06/06/2008	53
141 Learning Managers Forum	France	04/06/2008	06/06/2008	49
142 United Nations country team coordination and leadership skills	Italy	09/06/2008	19/06/2008	32
143 UNEP environmental sustainability and United Nations country programming	Panama	09/06/2008	13/06/2008	24
144 Regional coordination officers workshop	South Africa	09/06/2008	11/06/2008	19
145 Partnering skills for strategic engagement	Senegal	11/06/2008	13/06/2008	33
146 UNDAF design workshop	Turkmenistan	17/06/2008	20/06/2008	80
147 Evaluation on impact assessment of learning and training, New York	United States of America	23/06/2008	25/06/2008	24
148 Human-rights-based approach/ results-based management workshop	Italy	23/06/2008	27/06/2008	43
149 Partnering skills for strategic engagement	Italy	23/06/2008	25/06/2008	18
150 Delivering as one: United Nations pilot resident coordinators consultations	United States of America	23/06/2008	27/06/2008	9
151 UNDAF design workshop	Afghanistan	24/06/2008	26/06/2008	30
152 UNDAF design workshop	Uzbekistan	24/06/2008	26/06/2008	108
153 Human-rights-based approach workshop	Afghanistan	08/07/2008	10/07/2008	26

	<i>Activity</i>	<i>Country</i>	<i>From</i>	<i>To</i>	<i>Number of participants</i>
154	United Nations country team strategic planning retreat	Kazakhstan	09/07/2008	11/07/2008	44
155	Secretary-General's Turin retreat	Italy	29/08/2008	30/08/2008	61
156	United Nations regional commissions retreat	Italy	31/08/2008	01/09/2008	28
157	United Nations Regional Centre for Preventive Diplomacy in Central Asia: Conflict prevention — analysis for action	Turkmenistan	01/09/2008	04/09/2008	31
158	UNDAF design workshop	The former Yugoslav Republic of Macedonia	02/09/2008	05/09/2008	49
159	United Nations country team strategic planning retreat	Armenia	10/09/2008	12/09/2008	119
160	United Nations Evaluation Group Bangkok	Thailand	15/09/2008	19/09/2008	47
161	UNEP environmental sustainability and United Nations country programming	Switzerland	15/09/2008	18/09/2008	33
162	WACA coordination officers workshop	Senegal	16/09/2008	18/09/2008	35
163	Young professionals orientation programme	Italy	21/09/2008	03/10/2008	83
164	United Nations country team strategic planning retreat	Tajikistan	24/09/2008	26/09/2008	73
165	DevInfo training workshop	Italy	29/09/2008	03/10/2008	36
166	Third inter-agency workshop on implementing a human-rights-based approach	United States of America	01/10/2008	03/10/2008	43
167	United Nations Evaluation Group Geneva	Switzerland	06/10/2008	10/10/2008	37
168	United Nations country team strategic planning retreat	Bosnia and Herzegovina	07/10/2008	10/10/2008	65
169	Evaluation on impact assessment of learning and training, Turin	Italy	13/10/2008	15/10/2008	29
170	SSAFE Asia regional training of trainers — Philippines	Philippines	13/10/2008	17/10/2008	28
171	UNDAF design workshop	Afghanistan	14/10/2008	16/10/2008	22
172	Change management workshop	Italy	27/10/2008	31/10/2008	45
173	United Nations country team strategic planning retreat	Burundi	29/10/2008	31/10/2008	63
174	Buenas prácticas de prevención de conflictos en America Latina	Spain	03/11/2008	07/11/2008	25
175	United Nations country team coordination and leadership skills	Italy	03/11/2008	13/11/2008	35
176	Working group on resident coordinators systems issues meeting	Italy	06/11/2008	07/11/2008	28

<i>Activity</i>	<i>Country</i>	<i>From</i>	<i>To</i>	<i>Number of participants</i>
177 Safe and Secure Approaches in Field Environments training programme	Italy	16/11/2008	21/11/2008	26
178 Designated official training consultative group meeting	Italy	18/11/2008	21/11/2008	12
179 United Nations country team strategic planning retreat	The former Yugoslav Republic of Macedonia	18/11/2008	18/11/2008	43
180 Delivering as one meeting	United States of America	20/11/2008	21/11/2008	8
181 Change management initiative	Lesotho	26/11/2008	29/11/2008	16
182 Quality support and assurance training	Italy	01/12/2008	05/12/2008	46
183 United Nations country team strategic planning retreat	Uganda	01/12/2008	03/12/2008	135
184 United Nations Fellows: Tools for Development Cooperation	Italy	07/12/2008	19/12/2008	38
185 Enhancing communication skills and media relations for diplomacy	Italy	15/12/2008	20/12/2008	23
				Total: 12 030