



UNITED NATIONS
SYSTEM
STAFF COLLEGE

20 YEARS OF UNSSC

A Special Anniversary Annual Report 2022

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Welcome to the 2022
annual report of the United
Nations System Staff
College (UNSSC).

INTRODUCTION

The 2022 annual report of the United Nations System Staff College (UNSSC) celebrates our journey of learning, growth, and collaboration over the past two decades.

In 2002, a small group of 20 UN staff members embarked on their learning journeys, attending a transformative workshop in Turin on “Capacity development for UN field coordination” at the newly established United Nations System Staff College. Originally conceived in 1969 to meet the evolving needs of the UN family, the Staff College quickly became an independent institution. By the end of that year, it had trained 1,500 staff members, marking the beginning of a remarkable trajectory.

Today, UNSSC stands as a beacon of knowledge, training over 18,000 individuals annually. Thousands of faculty, staff, and students have participated in our learning and knowledge initiatives, equipping themselves with the skills, competencies, and understanding required to support the work of the United Nations.

Throughout its history, UNSSC has adapted and evolved to meet the challenges faced by the UN in addressing global crises, peacekeeping efforts, sustainable development and empowering marginalized groups. Our commitment to learning excellence, thought-provoking insight, and effective knowledge management has played a pivotal role in supporting UN staff and partners in their pursuit of a peaceful and sustainable future for all.

Everything we do at the Staff College is in service to our mission of educating leaders who make a difference in the world. This includes both what we teach and how we deliver that content. We must continue to innovate in all of our programmes, equipping future leaders with the judgement and skills to manage an ever more global, diverse and complex issues. And we must push ourselves to find new ways of engaging learners throughout their lives with meaningful, relevant ideas.

Thank you for joining us on this journey, and we look forward to another impactful year of learning and collaboration at UNSSC.

LETTERS



——— Message from the
Chair of the UNSSC Board
of Governors

As we commemorate the 20th anniversary of UNSSC, I am filled with a sense of gratitude and excitement for the remarkable journey this institution has undertaken and the path that lies ahead. This significant milestone not only allows us to reflect on past achievements but also offers us an opportunity to envision the future of

learning and the vital role that the Staff College will play in preparing the United Nations for the challenges and opportunities that await us.

For the past 20 years our Staff College has equipped thousands of people across the United Nations family and the multilateral community at large with essential skills and capabilities to deliver a more peaceful, sustainable and equitable world. At UNSSC, people from all across the world come together, learn from one another, and develop new solutions to common problems.

With a firm commitment to innovation and agility, the Staff College will intensify its efforts to prepare the United Nations for the future. It will expand its focus on emerging issues and cutting-edge technologies, thus ensuring that its programmes provide the necessary tools for UN staff and partners to navigate this changing landscape effectively. By fostering thought-provoking insights and excellence in knowledge management, it will empower our colleagues to

meet the demands of tomorrow with confidence and expertise.

In this moment of celebration and reflection, let us acknowledge the successes achieved over the past two decades. But let us also seize this occasion to deepen our collective action, as we confront the challenges and embrace the opportunities that lie ahead. Together, through continued learning and knowledge sharing, we will shape the future of the United Nations and work tirelessly towards a peaceful and sustainable world for all.

Courtenay Rattray

Chef de Cabinet

Executive Office of the Secretary-General
Chair of the UNSSC Board of Governors

LETTERS



Director's Foreword

I am delighted to present this Annual Report which celebrates UNSSC's 20th anniversary.

2022 was a year of renewal, reflection and strategic forward-thinking. The pandemic gave us an opportunity to consider the lessons learned and leverage innovations. But nothing can replace the value of human interaction in a community such as ours, driven by the exchange of ideas.

This year has also been a time to consider how far the Staff College has come. Since its establishment in 2002, the College has grown from a modest beginning. It has become a distinguished centre of excellence for learning and capacity building within the United Nations and its stakeholders as well as a great space for convening policy thinkers and practitioners eager to undertake multidisciplinary collaborations. The success of the College can be attributed to several key factors. Firstly, our unique mandate, bestowed by the UN General Assembly, sets us apart as the dedicated organization responsible for building the capacity of UN personnel and stakeholders. By breaking institutional silos and promoting a unified approach, we strive to foster a sense of shared purpose under the "one UN flag" principle.

Financial sustainability and entrepreneurship are integral to our success. With over 60 per cent of our income generated through contracts, participant fees, and targeted donor contributions, we maintain a business perspective while prioritizing cost recovery. Our commitment to quality, client satisfaction, and competitiveness has resulted in solid growth and financial performance over the years.

None of these accomplishments would have been possible without the dedicated and passionate personnel who form the backbone of the College. Despite recent challenges, their resilience, commitment, and unwavering support have been instrumental in upholding our mission to have everyone grow to achieve their full potential in a way that benefits society as well.

As we celebrate UNSSC's 20th anniversary, we acknowledge the visionary founders, the support of senior UN leaders, the trust of Member States, and the dedicated personnel who have contributed to our success. I am honoured to lead this esteemed institution, and I invite you to explore this Annual Report, which showcases our achievements, milestones, and aspirations for the future.

Thank you for your continued support and partnership.

Jafar Javan

Director

UN System Staff College

The logo features the number '20' in a large, stylized font composed of many thin, parallel lines that create a sense of depth and movement. To the right of the '20', the words 'YEARS IN' are stacked above 'MOMENTS' in a clean, modern, sans-serif typeface.

20 YEARS IN
MOMENTS

A retrospective look at the College's journey



In commemoration
of its 20th anniversary,
UNSSC invites all to join in
marking the successes and
gains achieved to date.

 KEY MOMENTS

Our programmes continue to attract an extraordinary group of participants and position them to become outstanding leaders and effective problem solvers. For the past 20 years UNSSC has been breaking new ground through its programmes. Facilitated by leading experts from a wide range of disciplines, our programmes give participants the tools they need to address the problems of a rapidly changing world.

- 2002** — Pioneering learning in support of UN reform

— An Early Warning System, developed by the UN

— A new forum for learning managers
- 2004** — Teaming up to make peacekeeping work
- 2005** — New look for a new Staff College
- 2007** — A Secretary-General retreat that put UNSSC on the map

— Equipping UN Personnel for safe and effective field operations
- 2009** — Building stronger leadership for global challenges

— Dialogue series for DSRSGs
- 2012** — UN Summer Academy
- 2015** — UN Lab for Organizational Change and Knowledge (UNLOCK)

— Getting more women into UN leadership positions
- 2016** — UNSSC’s Knowledge Centre for Sustainable Development
- 2018** — UNSSC’s UN Country Team Leadership Programme revitalized
- 2019** — UNSSC and UNITAR launch the UN SDG: Learn Initiative at the High-Level Political Forum (HLPF)
- 2020** — The College goes virtual
- 2020** — UNSSC launches Blue Line for flexible online learning

— Advancing inclusive peacebuilding
- 2021** — Strengthening peace in a changing climate
- 2022** — Empowering sustainable development practitioners through free online learning resources

— Empowering the UN’s country-level impact

— Unlocking the potential of data for the United Nations

— United Nations efficiency successes

2002 — Pioneering learning in support of UN reform. Building capacities for effective coordination

To function effectively, UN entities working at country, regional and global levels need to coordinate. Led by Resident Coordinators (RCs) and made up of the UN entities working on development in a country, UN Country Teams (UNCTs) are important drivers of development coherence. Strengthening their capacity is critical for ensuring system-wide accountability and for streamlining support to national counterparts.

In January 2000, the United Nations Development Group (UNDG) determined there was a need to boost the capacities of UNCTs to better support Common Country Assessments (CCA) and the UN Development Assistance Framework (UNDAF). These two instruments are essential mechanisms for engineering UN reforms at the country level.

Against this backdrop, the UNDG chose UNSSC to develop a Resident Coordinator System (RCS) Learning Support Programme. At the time UNSSC was merely a project associated with the International Training Centre of the International Labour Organization. Launched in February 2000, the RCS was created to strengthen RCs and UNCTs in their common programming processes.



A two-pronged approach was deployed beginning with a Training of Trainers (TOT) held in Turin. A select group of participants was nominated by UN agencies, together with UNDG's Working Group on Training and UNSSC. The TOT workshop occurred over five days, offering participants exposure to CCA/UNDAF processes and the context and techniques to deliver learning to UNCTs requesting assistance. Upon completion, participants were deployed to UNCTs.

The second part was the deployment of UNSSC trainers to provide in-country training support. An important element of both approaches was teambuilding to foster collaboration among UNCT staff. Today, UNSSC continues to provide support to Resident Coordinators and UNCTs through a range of learning programmes.

2002 — An early warning system, developed by the UN. Training staff to detect trouble by developing mechanisms that save lives and head off crises in communities

The United Nations established conflict prevention efforts to support staff and partner organizations in early warning and prevention measures. In 1998, the UNSSC, with support from the ITCILO, launched the "Early Warning and Preventive Measures" (EWPM) programme. The programme aimed to increase awareness, enhance skills and promote coordination within the UN system and with external stakeholders.

Funded by UNSSC resources, governments, and the Turner Foundation, the programme included workshops conducted annually in different regions, bringing together participants from the UN, regional organizations, civil society, Member States and the private sector. The programme was developed in partnership with the London School of Economics and the UN's Department of Political Affairs.

Building on feedback and stakeholder consultations, the programme evolved to provide interactive learning experiences. Participants examined conflict causes, stages and early-warning analysis techniques. They

also explored coordination mechanisms, policy recommendations and preventive action strategies.

Due to high demand, UNSSC initiated a "training of trainers" to expand the pool of EWPM trainers from various organizations. Trainers were deployed to field locations to deliver workshops, contributing to increased awareness and improved coordination between headquarters and field staff.

An impact evaluation showed the success of EWPM in raising awareness and promoting a unified approach to early warning and preventive action. UNSSC continues its capacity-building efforts in conflict prevention, developing new learning offerings to address emerging peace and security challenges while emphasizing prevention and sustaining peace.



2002 — A new forum for learning managers.

Staff College initiative blooms into dynamic community

Providing staff with regular learning and development opportunities is important for the advancement of the United Nations. Learning Managers play a fundamental role in this process. They make learning more accessible, exploring new approaches and professional development, and providing insights on common learning agendas among UN agencies and other international organizations.



In 1996 the Staff College, operating as a project supported by the International Training Centre of the International Labour Organization (ITCILO), conceived the Learning Managers Forum. This was envisioned as an annual gathering for those within the UN and other international organizations who were responsible for learning, training and staff development. UNSSC hosted its first Learning Manager's Forum as an independent UN organization in 2002. Since then, the Forum has become an annual event where learning managers and practitioners of the UN system collaborate and partner to move the UN system's learning agenda forward. The Forum is a space where learning managers gain exposure to fresh approaches and contribute to a common learning agenda.

The Forum has since expanded to include the learning community at large. Since its inception it has attracted more than 800 participants. Community building and networking initiatives like a social media group, periodic newsletters, the Innovation in Learning webinar series and projects have forged opportunities to streamline and co-create, all the while establishing a flourishing community of co-creators. The Forum has become the go-to network for learning practitioners from across the UN system.

2004 — Teaming up to make peacekeeping work.

UNSSC devises practical trainings for African military personnel

Under the 2001 New Partnership for Africa's Development (NEPAD), several UN Member States pledged support for NEPAD's vision and policy framework for accelerating economic cooperation and integration in Africa. In tandem, the Italian Government promoted African peace and security initiatives with the aim of strengthening institutional capacities for preventing, managing and resolving conflict by organizing and financing peacekeeping programmes for African military personnel. The Italian Ministry of Foreign Affairs made a significant financial and political commitment and tasked UNSSC to develop learning programmes to train African military personnel in conflict prevention, human rights and peacekeeping.

The learning programme has made meaningful contributions in building the capacity of African military institutions, enabling them to better manage and participate in regional and national peacekeeping missions. In 2004, two three-week residential courses for 70 senior military officers from African countries were held in Turin and Brindisi.

The learning programme provided participants with knowledge on the principles, concepts and procedures of UN peacekeeping, humanitarian assistance and aspects of protecting human rights. To ensure the



delivery of an effective, well-rounded learning experience, UNSSC brought together a training team of resource persons from UNSSC, the Department of Peacekeeping Operations (UN-DPKO), the International Labour Organization (ILO), the Office of the High Commissioner for Human Rights (OHCHR), the United Nations High Commissioner for Refugees (UNHCR), the Institute for Security Studies (ISS), the Sant'Anna School of Advanced Studies, the Army Training Command and Application School in Turin and The Alpine Brigade "Taurinense."

Delegates gained insights on the application of procedures of UN Planning Processes at the Force Commander level, and they went on to train fellow colleagues also working in peacekeeping operations. Training military personnel is a long-term endeavour measured in decades, not years. Even where clear progress is made, one-off training initiatives are no panacea.

This experience suggests room exists to explore practical ways to build more effective and accountable peacekeeping missions.

2005 — New look for a new Staff College.

Renowned Italian design house Pininfarina imprints the Staff College with a new brand identity pro bono

The UNSSC's first logo, from 1997, portrayed students and a book. At the time, the College was a project of the International Training Centre of the International Labour Organization (ITC/ILO).

In 2002, when the Staff College became an independent entity, with its own Statute and Board of Governors, a need for better marketing became clear. In particular, the Staff College wanted to become better known to staff and organizations throughout the UN system, as well as to Member States and potential collaborators in the public, private and voluntary sectors. This wasn't just about branding, but about survival too. At the time the College earned 80 per cent of budget from fee-paying students. It was hoped that more recognition for the Staff College might translate into more participants.

Under its 2002 statute, the Staff College acquired a changed mission to act as a change agent, with a mandate to help modernize the management culture and improve the UN's operational effectiveness. A new brand identity was launched to the world in 2005. The Staff College's clean, swooping modern logo was created pro-bono by [Pininfarina](#), the famous Italian design agency. The logo and other brand elements were meant to reflect a modern, flexible and personalized United Nations.

In 2021 the Staff College underwent a brand refresh, updating the visual identity of the College while maintaining the 2005 brand mark. This new visual identity, rejuvenated for the digital age, better reflects the role and ethos of the institution and captures the vitality with which UNSSC approaches its mission.



2007 — A Secretary-General retreat that put UNSSC on the map.

A safe space to discuss UN priorities and emerging issues

Leadership plays a central role in the success and direction of every organization. The UN's leaders play crucial roles in shaping the organization's common vision and commitments to shared goals. UN leaders also provide teams with the knowledge and tools to achieve organizational goals. In 2007 the Staff College was the site of the organization's first-ever United Nations (UN) Torino Retreat, where UN Secretary-General Ban Ki-moon huddled with his closest team of collaborators.



The Retreat brought together the Secretary-General, Deputy Secretary-General, Chef de Cabinet as well as the many Under-Secretaries-Generals and Assistant Secretaries-Generals. The retreat was enriched by keynote speeches from authorities like Ellen Johnson Sirleaf, Javier Solana and José Barroso.

The Staff College was chosen as the venue because it provided a safe space to discuss UN priorities and emerging issues of the day. Through this event, the Staff College quickly became more widely known and appreciated among senior UN officials. Following the success of the first retreat, this high-level gathering became a reoccurring annual event, until 2015. It was usually held towards the end of the summer, in preparation for the General Assembly in September.

2007 — Equipping UN personnel for safe and effective field operations.

Comprehensive training ensures confidence and security for UN staff in complex environments

To enhance the effectiveness of UN civilian personnel in peace operations, the Department of Safety and Security (UNDSS) and UNSSC developed the Safe and Secure Approaches in Field Environments (SSAFE) training programme in 2007. This comprehensive programme equips UN staff with a shared understanding of principles, guidelines and policies for operating in complex and hazardous environments. Through theoretical modules, simulations and role-playing, SSAFE has successfully trained nearly 100,000 personnel in over 65 countries. It ensures that deployed staff from the UN system and partner organizations can carry out their mandates safely. The programme also includes a "Train the Trainers" component, creating a pool of capable security officers and trainers to support and train their colleagues. SSAFE continues to fulfil its mission of preparing UN personnel for field missions with confidence.



2009 — Building stronger leadership for global challenges.

The UN Leaders programme offers practical training for senior UN managers seeking to drive innovation, collaboration and resilience



The UN Leaders Programme (UNLP) was developed in response to the need for practical leadership training for UN leaders in addressing complex global challenges. Launched in 2009, the programme was designed for senior managers within the UN system, including both headquarters and country-level staff. It aimed to provide participants with a shared understanding of priorities, such as climate change, and their roles and responsibilities in addressing these challenges.

The UNLP was initially a creative hybrid of theory, practice and self-reflection. Its first cohort focused on climate change. Participants rated the event 4.9 out of 5. Subsequent sessions addressed leadership, ethics and accountability. Over the years, the programme has been held at locations around the world, including New York, Geneva, Turin, Bangkok and Nairobi.

During the COVID-19 pandemic, the course transformed and was reintroduced as an interactive online learning solution. This adaptation allowed leaders to explore leadership in the context of innovation,

transformation, collaboration and resilience. The programme encourages participants to reflect upon and strengthen their leadership approaches while making deeper connections with colleagues from throughout the UN system.

The UNLP incorporates the concept of Adaptive Leadership. It is aligned with the UN system Leadership Framework and aims to equip participants with the skills and mindset needed to address the challenges of today's world.

Overall, the course plays a crucial role in enhancing the leadership capacities of UN managers, providing practical training and empowering them to navigate and make a positive impact in a rapidly changing global landscape.

2009 — Dialogue Series for DSRSGs.

The Staff College hosts speakers and events to highlight cutting-edge research and bring together the UN community in provocative discussions about the present and future of sustainable development

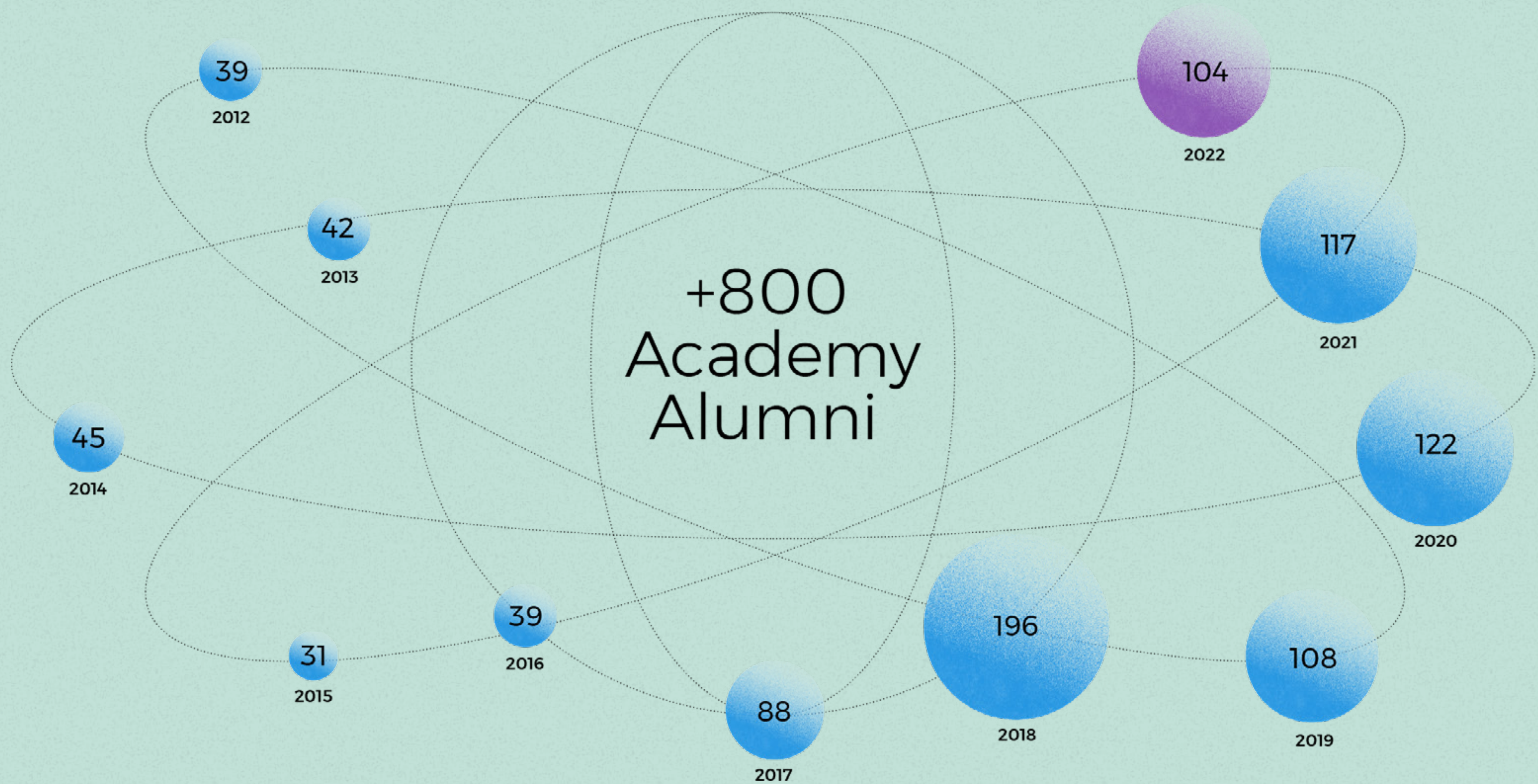
The Dialogue Series for Deputy Special Representatives of the Secretary-General (DSRSGs) is an annual forum where UN policymakers and academics come together to discuss emerging security concerns and make contributions to UN policy debates. The series began in 2009 in partnership with the Centre for International Peace Operations (ZIF) in Berlin and was supported by the German Foreign Office. The series has been advancing critical knowledge among DSRSGs by providing a safe space for discussions and meeting high-level UN representatives from headquarters.

The dialogue series began with a focus on the global financial crisis, public spending and peace operations. It later shifted to election processes, scenarios for peace operations in 2025 and critical dilemmas



related to the Rule of Law. In 2014, the forum discussed the new generation of non-state armed groups, which led to the development of a learning solution to build the UN's capacity to analyse and understand emerging actors. In 2015, the series discussed priorities for implementing the recommendations of the High-Level Independent Panel on Peace Operations.

Since 2017 the dialogues have examined challenges and practical solutions to issues at the forefront of peace operations. These included operationalizing conflict prevention, the sustaining peace resolutions, working with local actors and partners, understanding climate security and capitalizing on digital technologies and data. The series has shown the variety of security issues that can impact peace operations which are increasingly complex, interlinked and requiring bespoke solutions.



2012 — UN Summer Academy.

Advancing sustainable development through collaborative learning

The UN Summer Academy was launched to address the need for global dialogue and action on sustainable development. It serves as a multi-stakeholder platform for learning, partnering, co-creating and exchanging knowledge. By delving into key thematic areas and exploring the role of diverse actors in sustainable development, the Academy fosters understanding and facilitates innovative approaches to sustainable development.



Since its inception in 2012, this annual event has adapted and innovated to meet changing circumstances and maintain its relevance. Even amid unprecedented challenges such as the global pandemic, the UN Summer Academy has ensured the continuity of vital discussions and learning opportunities. We have built a robust alumni network of nearly a thousand professionals and continually engage participants through a faculty of notable figures including former Deputy Secretary-General Jan Eliasson and current Deputy Secretary-General Amina J. Mohammed. In 2022, UNSSC celebrated its 11th UN Summer Academy. Its theme was Sustainable Transformative Pathways.

The UN Summer Academy celebrates diversity by inviting a broad range of participants. These include United Nations System affiliates, civil society representatives, private sector professionals, postgraduate students and emerging leaders in various fields. This inclusive approach enriches discussions. Indeed, the Academy takes pride in being the UN's first educational initiative to convene such a diverse cohort from the United Nations sphere and beyond.

2015

— UN Lab for Organizational Change and Knowledge (UNLOCK).

Connecting change practitioners, fostering collaboration and addressing change management challenges

UNSSC established the UN Lab for Organizational Change and Knowledge (UNLOCK) in 2015 to drive transformation within the United Nations to align with the 2030 Agenda for Sustainable Development. UNLOCK focuses on innovation, collaboration, leadership and staff engagement to shift mindsets, practices and structures throughout the UN system. It was created by change practitioners from UN entities whose aim was to build a network connecting and supporting one another in organizational change initiatives.

The UNLOCK network meets regularly and their discussions inform the creation of case studies. During the COVID-19 pandemic, the network became even more closely connected, sharing insights and resources on navigating the impacts of the crisis. UNSSC hosted the sixth annual peer exchange in June 2021, covering topics such as hybrid working, the UN efficiency agenda, anti-racism and systems thinking.

UNSSC, through its UNLOCK initiative, provides advisory services to UN entities.



2015

— Getting more women into UN leadership positions. Promoting a more gender-balanced UN workplace

Ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making is a central objective of the 2030 Agenda for Sustainable Development. For the UN to remain a standard bearer of gender parity and equality, it became paramount to sustain gender progress within the organization by placing women in senior leadership positions. In 2014, when the Agenda was still being negotiated, UNSSC was working towards that vision through a tailor-made leadership programme for female UN staff.

In 2015 the first interagency edition of the Leadership, Women and the UN Programme was launched. Its aims were to promote the expansion and renewal of prevalent paradigms of leadership and ensure a more gender-balanced UN workplace. The urgency for this change has been recently reinforced by the system-wide Strategy on Gender Parity and the UN reform agenda launched by the Secretary General.

The Leadership, Women and the UN programme continues to invest in female staff at the P4 and P5 level. Since its inception, over 700 women leaders have taken part.



2016

— UNSSC's Knowledge Centre for Sustainable Development.

Championing sustainable development learning and UN reform for a sustainable future

In September 2015, UN Member States adopted the 2030 Agenda for Sustainable Development, underlining people, planet, peace, prosperity and partnerships as guiding principles for global, regional and national strategies, policies and programmes.

To address the comprehensive learning management needs of UN staff and partners, and with the support of the Federal Government of Germany, in 2016 UNSSC established its Knowledge Centre for Sustainable Development in Bonn, Germany. The Knowledge Centre facilitates transformative learning opportunities across the UN system and beyond, supporting sustainable development initiatives and UN development system reform.



Despite global challenges, such as the COVID-19 pandemic, the Knowledge Centre continues to grow. As a recognized centre of excellence, the UNSSC Knowledge Centre for Sustainable Development is dedicated to ensuring the UN's ability to foster more viable futures for all.

Across 236 dedicated courses and programmes, complemented by 147 knowledge and learning exchanges we have trained more than 22,500 professionals. Enrolment has grown after online programmes were expanded in 2020 leading to 70,000 new registrations across sustainable development learning offerings.

2018

— UNSSC's UN Country Team Leadership Programme revitalized.

Empowering the next generation of UN leaders for sustainable development

United Nations Country Teams (UNCTs) operate in 132 countries, encompassing all 162 countries with UN programmes. UNCTs comprise UN entities working on sustainable development, emergency, recovery and transition in programme countries. The UN Sustainable Development Cooperation Framework, their joint planning instrument, forms a vital partnership compact between the UN and governments, promoting national ownership and coherent implementation of sustainable development strategies. To be effective, UNCTs require demand-driven, skilled leaders capable of addressing countries' specific development priorities and adopting a whole-of-system approach.

In response to these needs, in 2018, UNSSC updated and refreshed its UN Country Team Leadership Course. This learning programme provides UN's managers an opportunity to rethink approaches, unlearn outdated methods and redefine their contributions as individuals, UN entity representatives and UNCT members.



2019

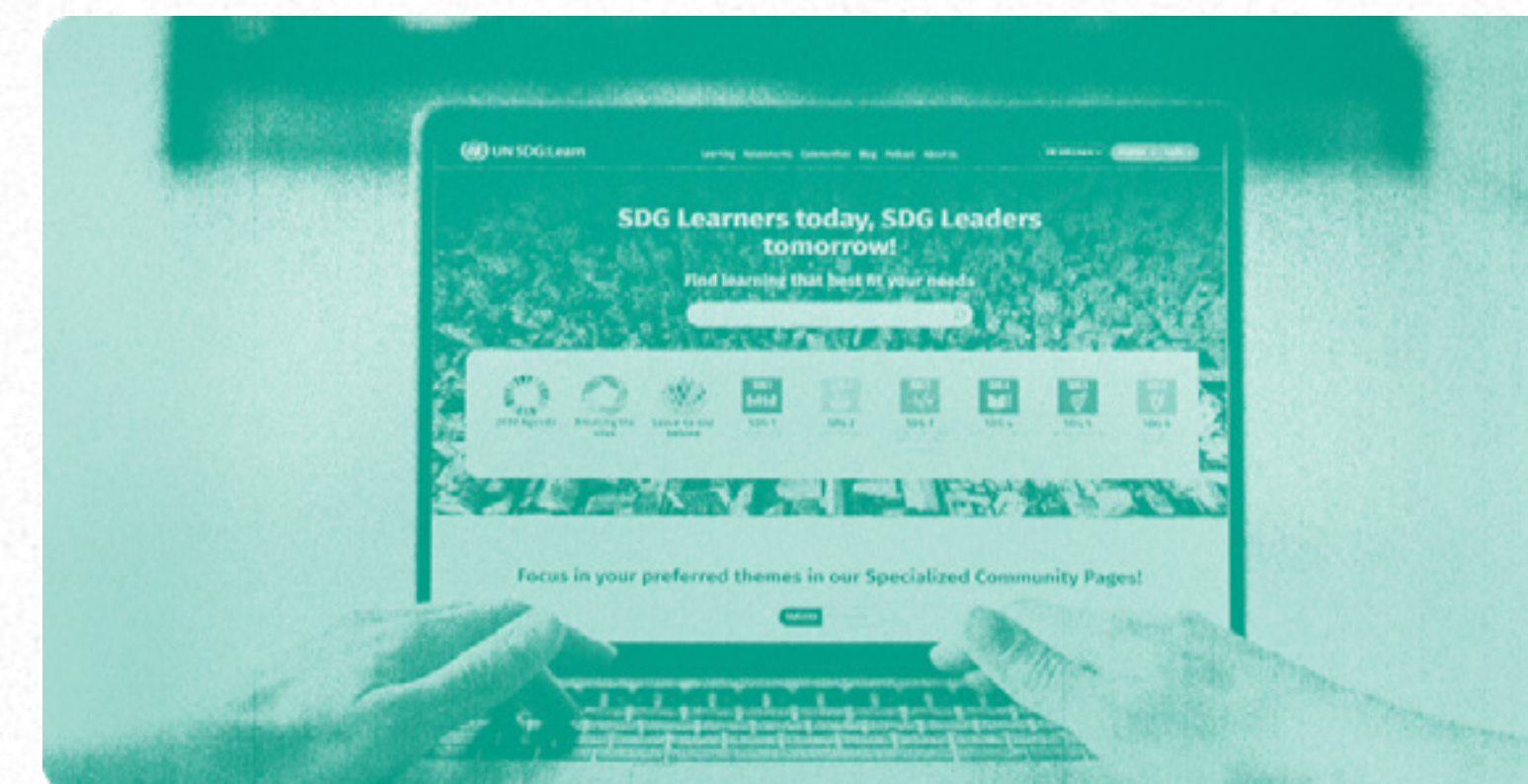
— UNSSC and UNITAR launch the UN SDG: Learn Initiative at the High-Level Political Forum (HLPF). Platform supports interconnected action on the SDG

UNSSC and the United Nations Institute for Training and Research (UNITAR) launched “UN SDG: Learn Initiative”, an online learning platform on sustainable development. The site promotes holistic thinking, integrated approaches and collaborative partnerships. It has provided over 900 courses and microlearning modules developed by more than 150 organizations and institutions.

By the end of 2022, UN SDG: Learn had engaged more than 200,000 users, with almost 9,000 registered users benefiting from free premium services such as individualized learning pathways, customized courses, microlearning recommendations and SDG assessments evaluating learners' cross-competencies based on UNESCO's criteria. The UN SDG: Learn platform encourages comprehensive, well-rounded perspectives

that consider the interconnectedness of the 2030 Agenda for Sustainable Development. Learning that embraces integrated approaches to effectively address complexities of sustainable development challenges and create synergies between different sectors and stakeholders is crucial.

In 2021, UN SDG: Learn introduced [SDG Learncast](#), a podcast series led by UNSSC featuring leaders of the 2030 Agenda and the SDGs. The series has produced several episodes on topics such as AI, blockchain technology, science and innovation and climate knowledge.



2020 — College goes virtual.

Quarantine amplifies online learning

The impact of the pandemic on education has been diverse, profound and different for each learning institution. Lockdowns throughout many parts of the world greatly increased demand for digital learning. This triggered a spirit of resilience and agility within the Staff College.

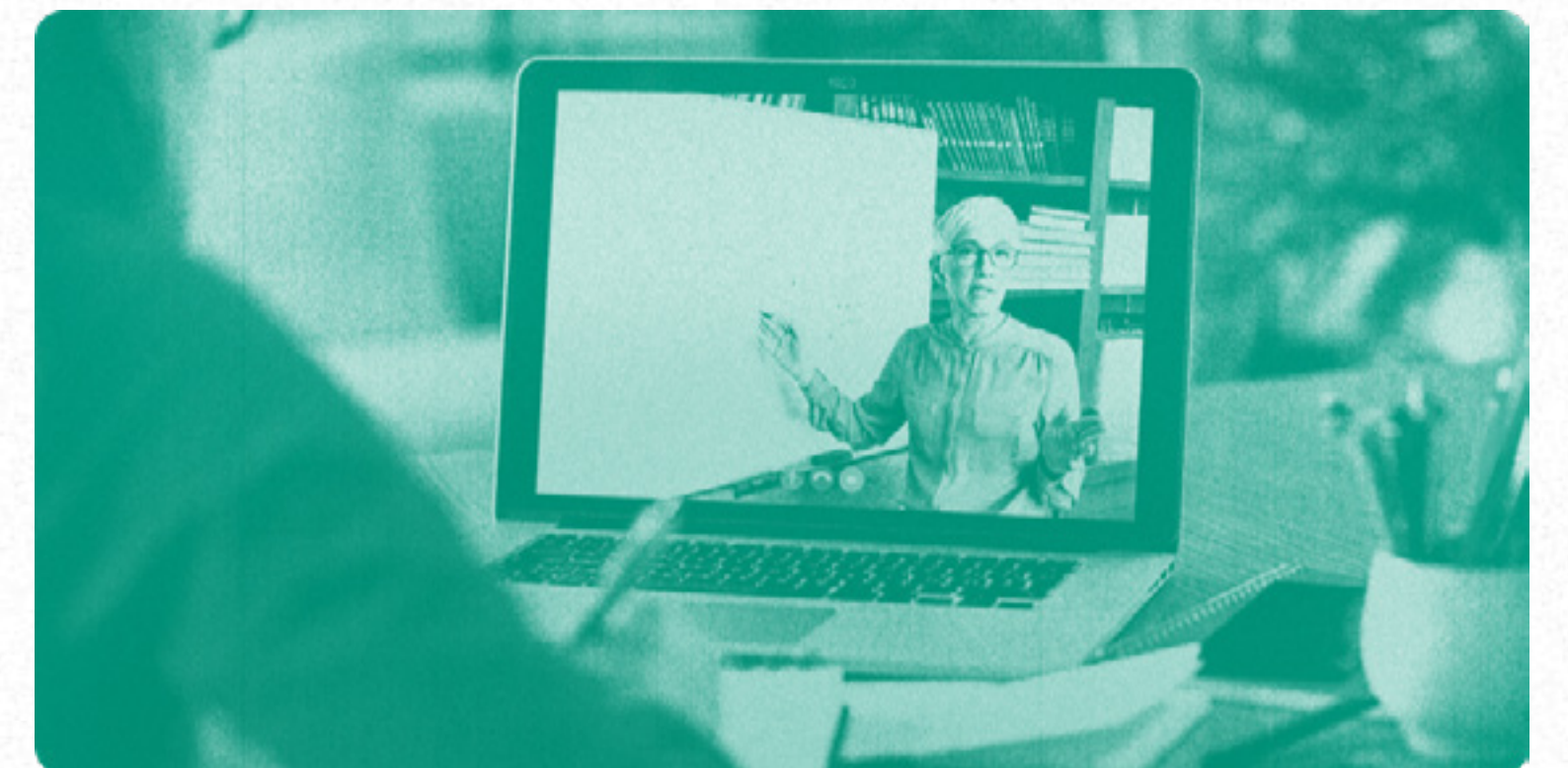
Almost overnight the Staff College's portfolio of classes was reinvented. All face-to-face offerings planned for 2020 were discontinued and for a time the Staff College became an entirely online learning and training institution. To cope with demand, investments in new technology were accelerated. That year the number of online participants grew by over 840 per cent.

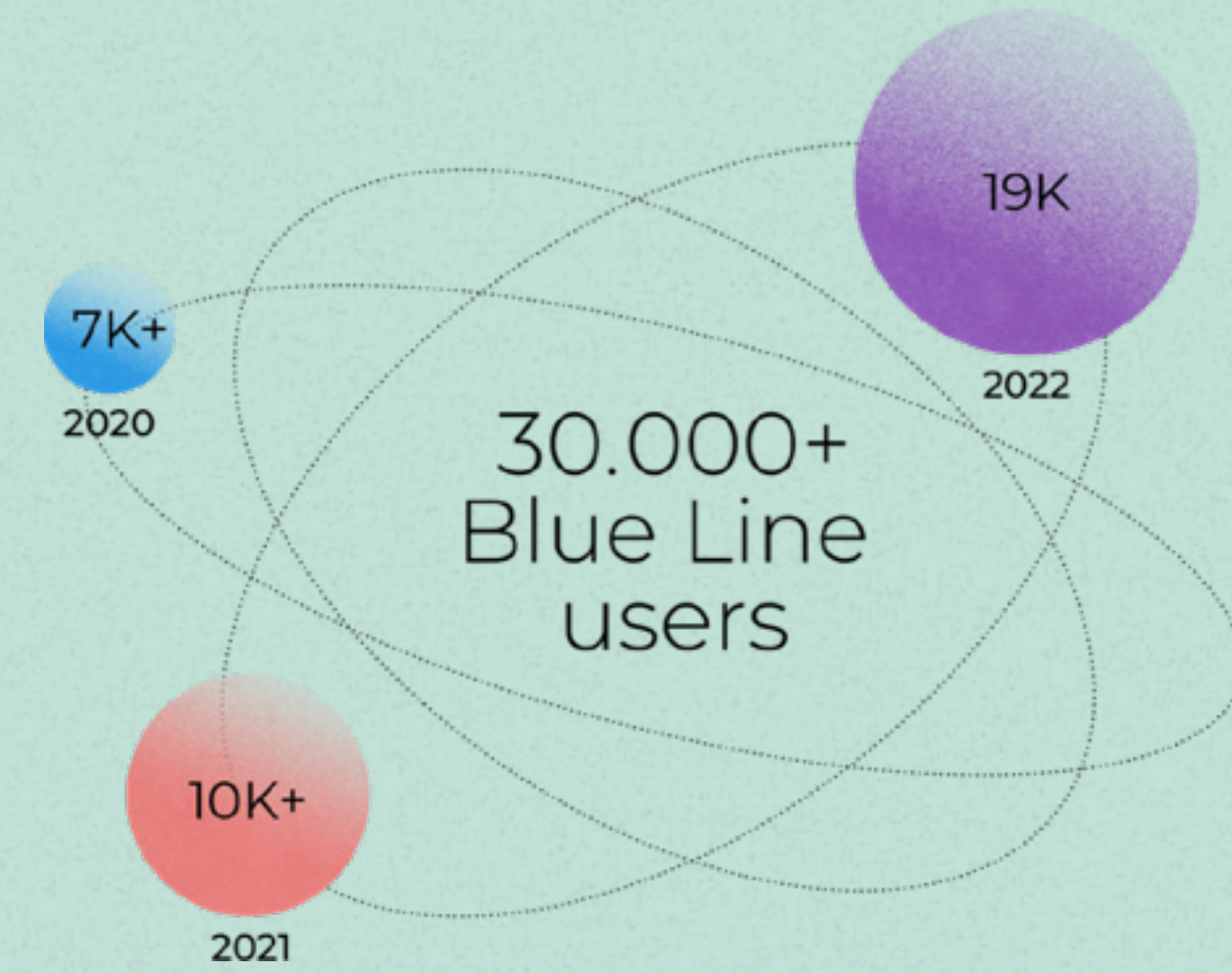
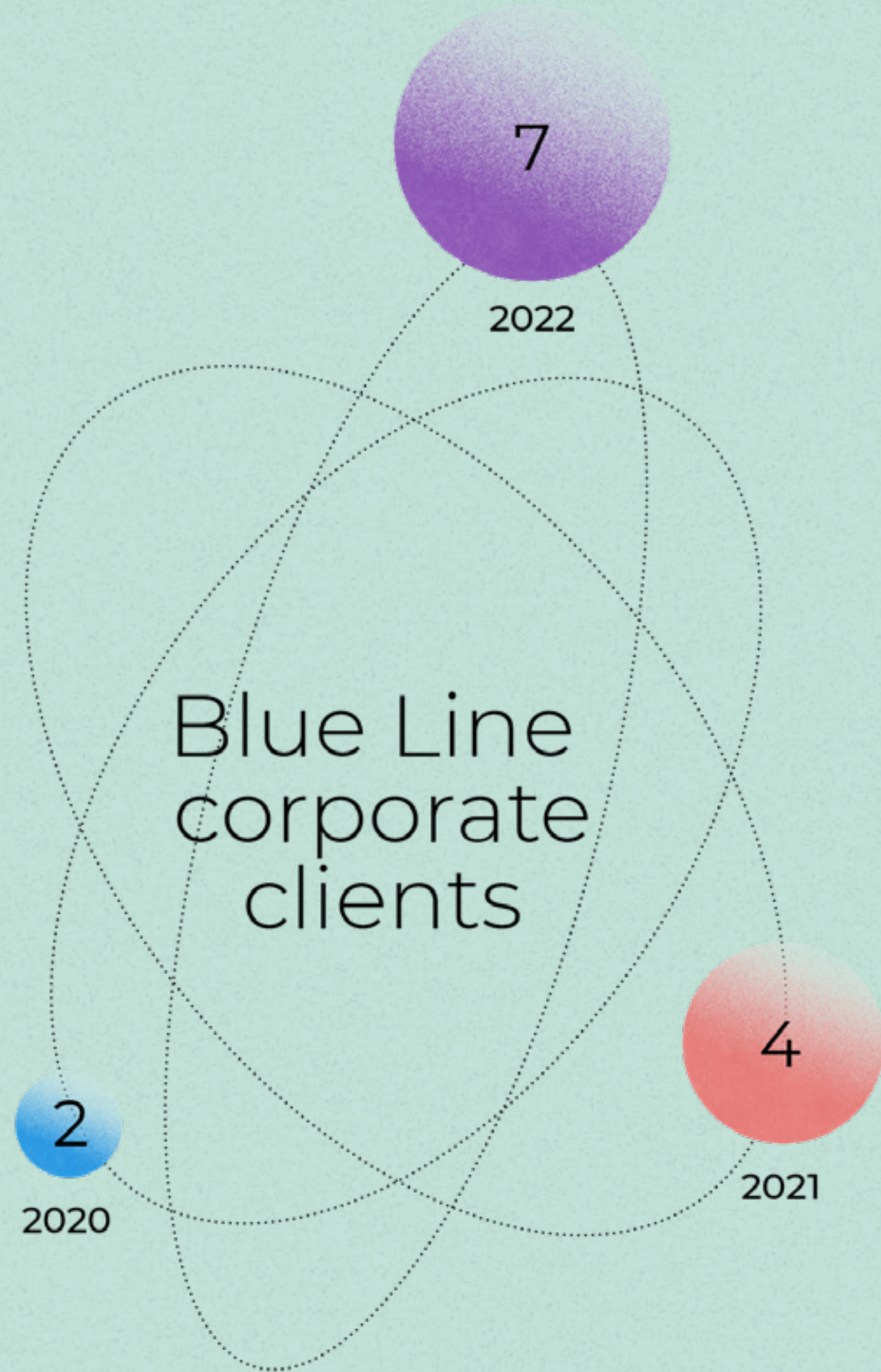
In addition, the Staff College drew from its experiences digitizing learning solutions to support other UN entities developing their own online courses. This increased the number of free online offerings for United Nations staff and partner entities from 4 per cent in 2019 to 28 per cent of

total activities in 2020.

Through a broad range of online learning products on timely topics such as “Helping teams navigate uncertainty” and “United Nations leadership in times of uncertainty” the Staff College played a central role in serving the UN system's response to the pandemic.

Looking ahead, the College will continue to support the UN system to “build back better”.





In response to demand for self-directed learning, the [Blue Line](#) was launched in April 2020 as an ecosystem for all UN staff to connect and advance their professional development online.

2020 — UNSSC launches Blue Line for flexible online learning.

Self-directed platform revolutionizes professional development for over 52 per cent of the personnel in the UN system today



UNSSC launched the [Blue Line](#) in 2020 as an online learning hub designed by the UN for the UN. The Blue Line has quickly become a thriving One-UN inter-agency learning marketplace, with over 50 online modules and 12 learning tools available, and over 30,000 active participants.

The Blue Line is designed to support UN staff in developing the skills and knowledge they need to effectively address the challenges facing the world today. The platform offers a variety of learning opportunities, including online courses, webinars, and blended learning programmes. The Blue Line also serves as a community forum where learners can connect with each other and share knowledge.

The Blue Line is a valuable resource for UN staff looking to develop their skills and knowledge. The platform is constantly evolving and adding new content, ensuring that it remains relevant to the needs of users. The Blue Line is a key part of UNSSC's efforts to build a more capable and effective United Nations.

2020 — Advancing inclusive peacebuilding.

UN System Staff College develops learning programmes to empower women and youth peacebuilders

Over the past two decades, global frameworks for sustainable and inclusive peace have undergone significant changes. The Women, Peace and Security (WPS) agenda, established in 2000 through UN Security Council Resolution 1325, and the subsequent Youth, Peace and Security (YPS) agenda, initiated in 2015 with UNSCR 2250, have played crucial roles. Resolutions 2419 (2018) and 2535 (2020) emphasize inclusive programme design, planning and decision-making for conflict prevention and resolution, while Resolution 2250 recognizes the importance of youth in sustaining peace. Together, these policy frameworks serve as a blueprint for the UN's inclusive peacebuilding efforts.



In response to the need for capacity development on youth, peace and security, the UN System Staff College partnered with the [Folke Bernadotte Academy](#) (FBA) to develop two learning programmes: "Realizing the Youth, Peace and Security Agenda" and the "Youth, Peace and Security Primer." One course targets UN YPS advisers and focal points, while the Primer is an open, free online tool available to practitioners from the UN, government, civil society, and academia, offered in multiple languages. These resources, based on the "Youth, Peace and Security: A Programming Handbook" developed by UNFPA, UNDP, DPPA, and FBA, aim to establish a common understanding and approach for implementing the Youth, Peace and Security Agenda across all UN entities working with and for youth in peace and security.

2021

— Strengthening peace in a changing climate. UN System Staff College develops course on climate-sensitive programming for sustainable peacebuilding

In many regions, climate change poses a threat to peacebuilding efforts by intensifying resource competition and undermining stability. Countries experiencing both climate change and violent conflict have witnessed the indirect impact of rising sea levels, droughts, and floods on ongoing conflicts, further endangering vulnerable communities. Recognizing this interplay, Member States called for the establishment of knowledge management platforms and widespread trainings within the UN system to address the security dimensions of climate change in sustaining peace policies.



To meet this demand, in 2021 the UN System Staff College (UNSCC) developed the inaugural interagency course, "Climate-Sensitive Programming for Sustaining Peace". The course has been delivered to over 130 participants from various entities including the Secretariat, peacekeeping missions, agencies, civil society organizations, regional organizations, universities, think tanks and specialized agencies of Member States. By bridging knowledge gaps, the course equips participants with the expertise to implement an integrated approach to climate security and peacebuilding. It also emphasizes the importance of long-term climate-sensitive strategies across the UN system and offers contemporary approaches and tools for conducting localized climate risk assessments and integrating them into programmatic planning throughout the peacebuilding lifecycle.

Overall, the course contributes to enhancing awareness of the risk climate change poses to international peace and security, as well as local peacebuilding efforts, while fostering a comprehensive understanding of sustaining peace in the face of climate challenges.

2022

— Empowering sustainable development practitioners through free online learning resources. UNSSC collaborates with partners to foster knowledge exchange and skills development for the 2030 Agenda

Committed to fostering sustainable development skills and knowledge, and with the support of the German Federal Ministry for Economic Cooperation and Development, UNSSC adapted its business model and moved towards an increased offering of multiple free-of-charge five to six week facilitated online and self-paced courses which have directly benefitted over 15,000 online participants.

Free-of-charge courses have been well received and highly rated, and cover topics such as “the Paris Agreement on Climate Change as a Development Agenda”; “Policy Coherence for Sustainable Development”; “Circular Economy”; “Anti-Corruption”; and “Social Protection”. These courses were developed in partnership with key UN Agencies/Funds and Programmes and others such as UNFCCC, OECD, UNEP, UNDP and ILO.



As a direct result of the new free-of-charge offerings and the close collaboration with partners, in 2022, UNSSC partnered with multiple organizations within the UN and beyond to further scale online learning, also incorporating new technologies such as gamification, virtual reality, and artificial intelligence.

2022 — Empowering the UN's country-level impact. UNSSC's approach to equipping RCO staff for results

The United Nations System Staff College (UNSSC) is committed to playing an instrumental role in bolstering the effectiveness of the United Nations at country level.



Our programmes are tailored to strengthen the capabilities of the Resident Coordinators' Office (RCO) staff and facilitate a platform for knowledge sharing among leaders and practitioners. By providing a well-rounded curriculum on emerging sustainable development issues and cross-functional competencies, we ensure our staff's aptitude for addressing the critical challenges that our world faces.

In collaboration with the UN Development Coordination Office (UNDCO), we have developed immersive learning experiences and fostered communities of shared wisdom that allow RCO Team Leaders to exchange insights and learn from collective experiences across various global regions.

The UNSSC's free online course on the United Nations Sustainable Development Cooperation Framework is available in different languages, through virtual workshops and learning resources which are designed to reinforce the alignment of various UN agencies with national sustainable development priorities. These programmes have benefitted more than 5,000 learners.

2022 — Unlocking the potential of data for the United Nations. UN data analytics professional certificate

How can predictive analytics improve UN operations? Can big data be used to improve the lives of people and meet the SDGs?

The United Nations Secretary-General's Data Strategy identifies data and analytics as an essential and strategic asset for the UN system to advance its work in socioeconomic areas. The Data Analytics Professional Certificate (UN DAPC) is a unique data analytics programme developed in 2022 and fully tailored to the UN context. It draws from UNSSC's experience in designing and delivering a range of data learning offerings in collaboration with key UN data stakeholders such as the Committee of the Chief Statisticians of the UN System.

The UN DAPC was designed to prepare UN staff to unlock their data potential through a comprehensive and interactive overview of core data science concepts from descriptive to predictive analytics. UN staff will be better equipped to formulate problem statements for data-informed solutions, hone their skills to effectively communicate data analysis findings and deal with the ethical dilemmas and risks associated with

real-world data cases. The programme follows a user-based approach to learning, encouraging the practical application of various tools and methods to solve some of the challenges that UN staff face through practical case studies and on-the-job-guided mentoring.

The UN DAPC is a key part of UNSSC's efforts to build a more data-driven United Nations.



2022 — United Nations efficiency successes.

Over 4,000 enrol in online course
Business Operations Strategy (BOS) 2.0
Practitioner Training



The Business Operations Strategy (BOS) 2.0 Practitioner Online Training, co-designed by UNSSC and the UN Development Coordination Office (DCO), seeks to strengthen cohesion within the UN development system and contribute to the Secretary-General's Efficiency Agenda. By the end of 2022, more than 4,000 learners had registered, including 3,400 UN staff. So far, thanks to the programme about 700 UN professionals have achieved full BOS certification to support efficiency reform processes at the country level.

The BOS represents the spirit of inter-agency collaboration and is a place where colleagues can think how to collectively advance organizational and beneficiary interests based purely on common sense, good business cases and a willingness to cooperate and share.

UNSSC is committed to fostering a common management culture within the UN system and greater efficiencies through interagency collaboration, leadership and change management.

The number '20' is rendered in a highly stylized, graphic font. The '2' is formed by a series of curved, parallel lines that create a sense of depth and movement. The '0' is a solid, rounded shape composed of many thin, parallel vertical lines, giving it a textured, almost woven appearance.

20 YEARS IN NUMBERS

A data-driven look at the College's impact
over the past 20 years



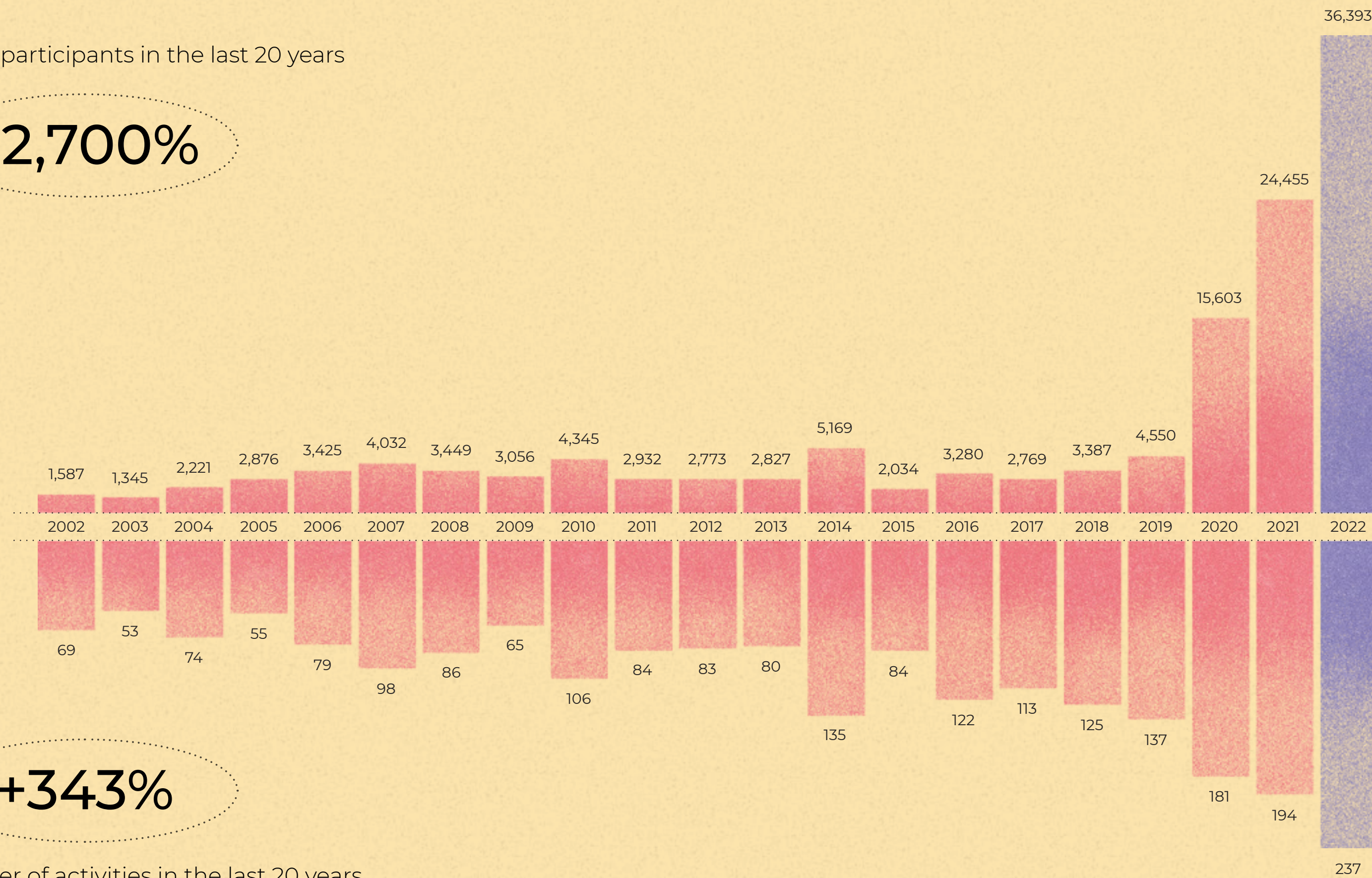
Explore 20 years
of UNSSC's growth,
inclusivity and innovation
in our data snapshot.

SUSTAINED GROWTH IN PARTICIPATION AND LEARNING ACTIVITIES

From 2002 onward, UNSSC has seen consistent annual growth in participant enrolment and activities, significantly amplified by the online learning surge from 2020 that was induced by the COVID-19 pandemic.

Direct participants in the last 20 years

+2,700%

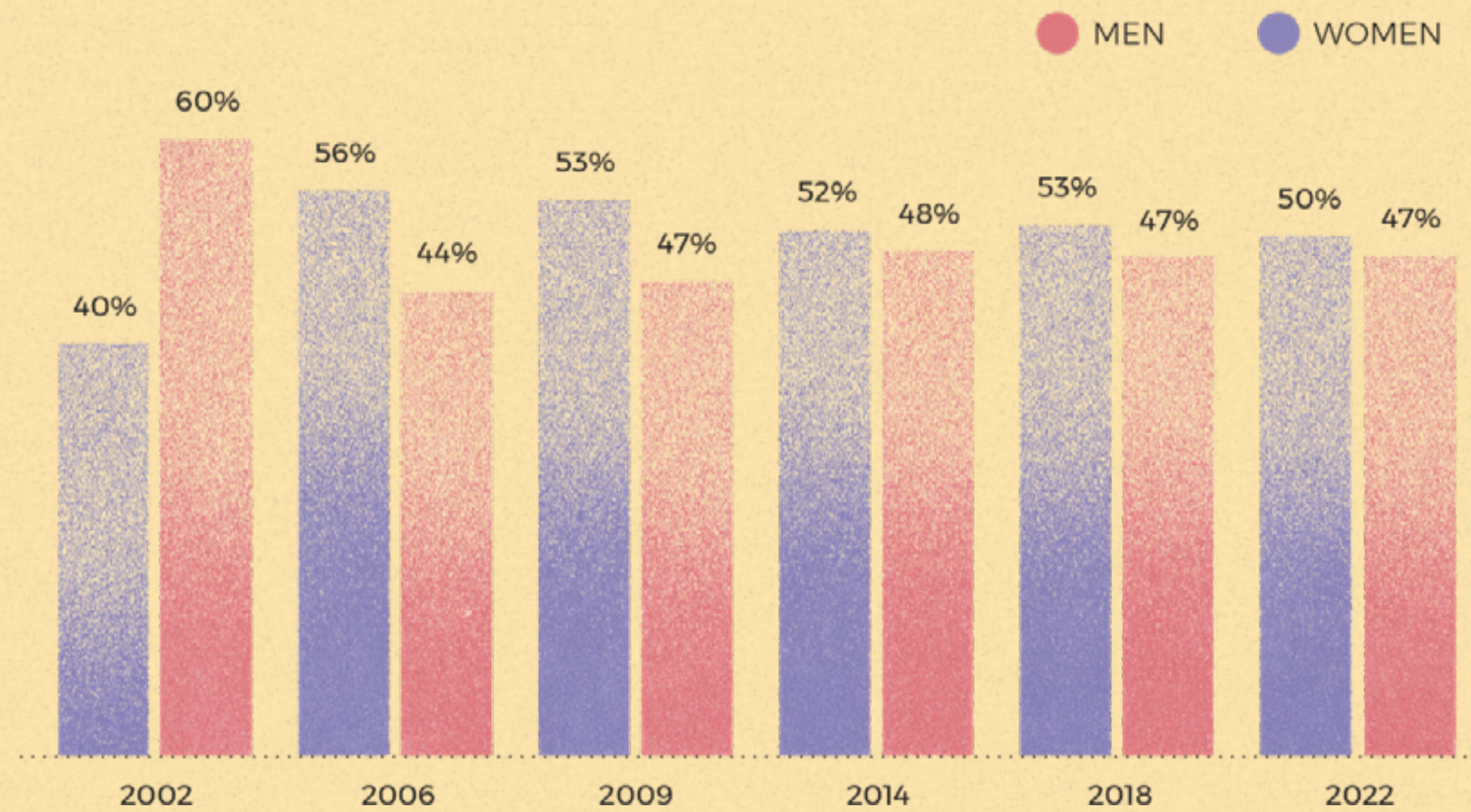


+343%

Number of activities in the last 20 years

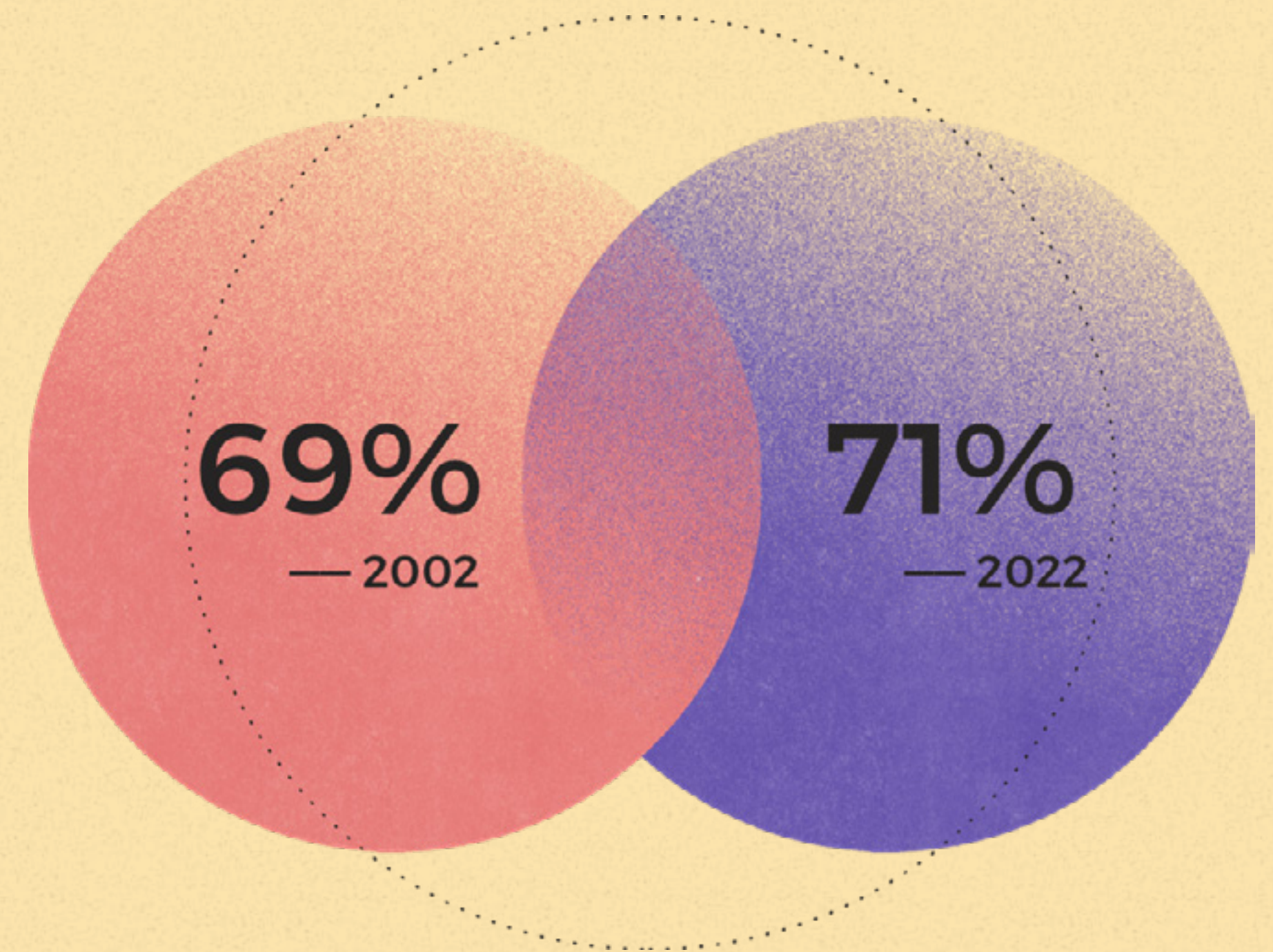
FOSTERING GENDER BALANCE IN THE UNITED NATIONS SYSTEM

Since 2006, women have consistently comprised a majority of participants in UNSSC programmes, showcasing our commitment to balance.



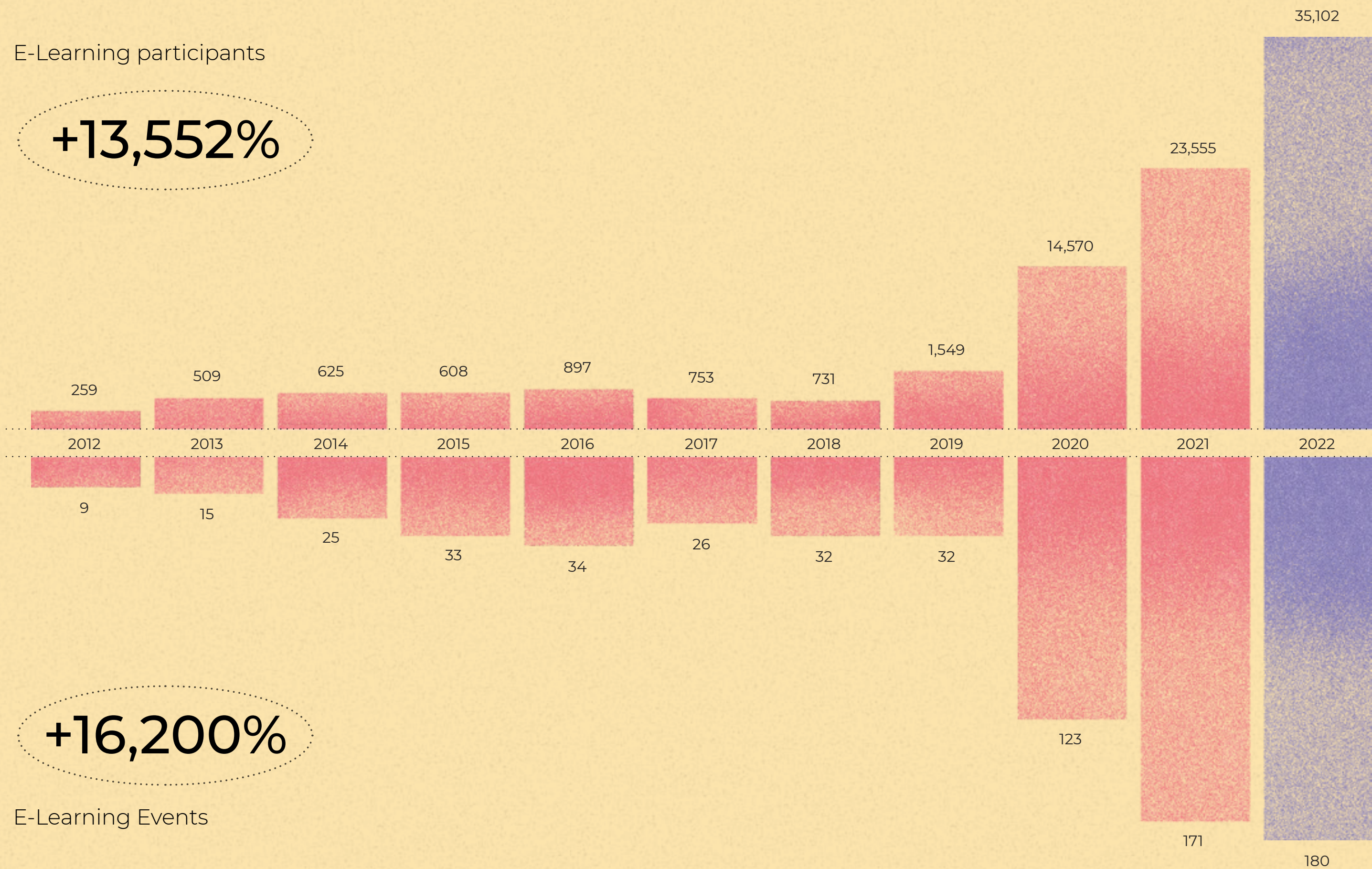
CONSISTENT ENGAGEMENT FROM THE UNITED NATIONS SYSTEM

Participants from within the UN system have consistently made up a substantial percentage of total enrolment in UNSSC programmes, highlighting our integral role within the UN system.



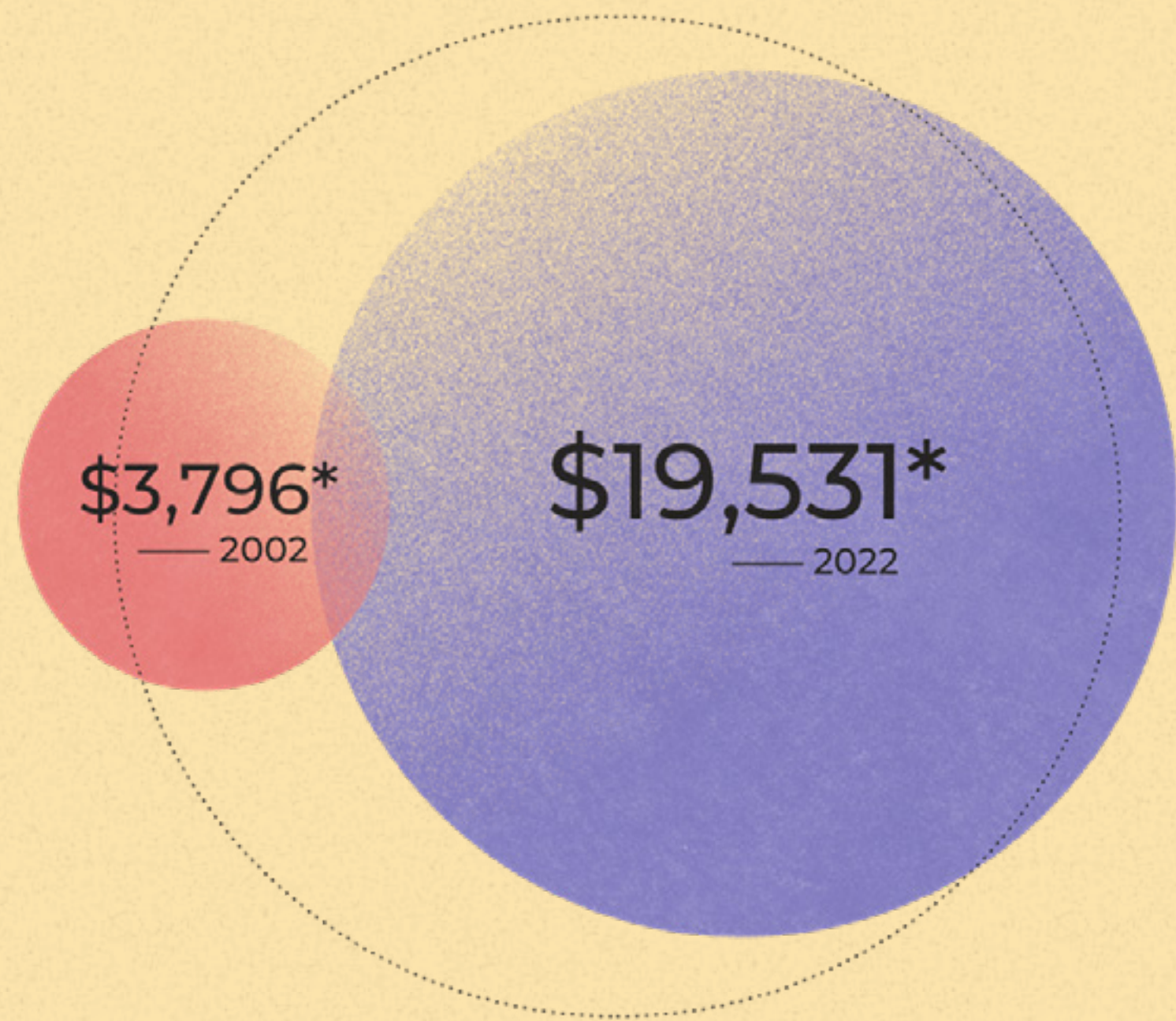
THE RISE OF E-LEARNING

From their inception in 2012, e-learning programmes and events have experienced steady growth, with the COVID-19 pandemic serving as a catalyst for a significant uptake.



EXPANDING INCOME STREAMS

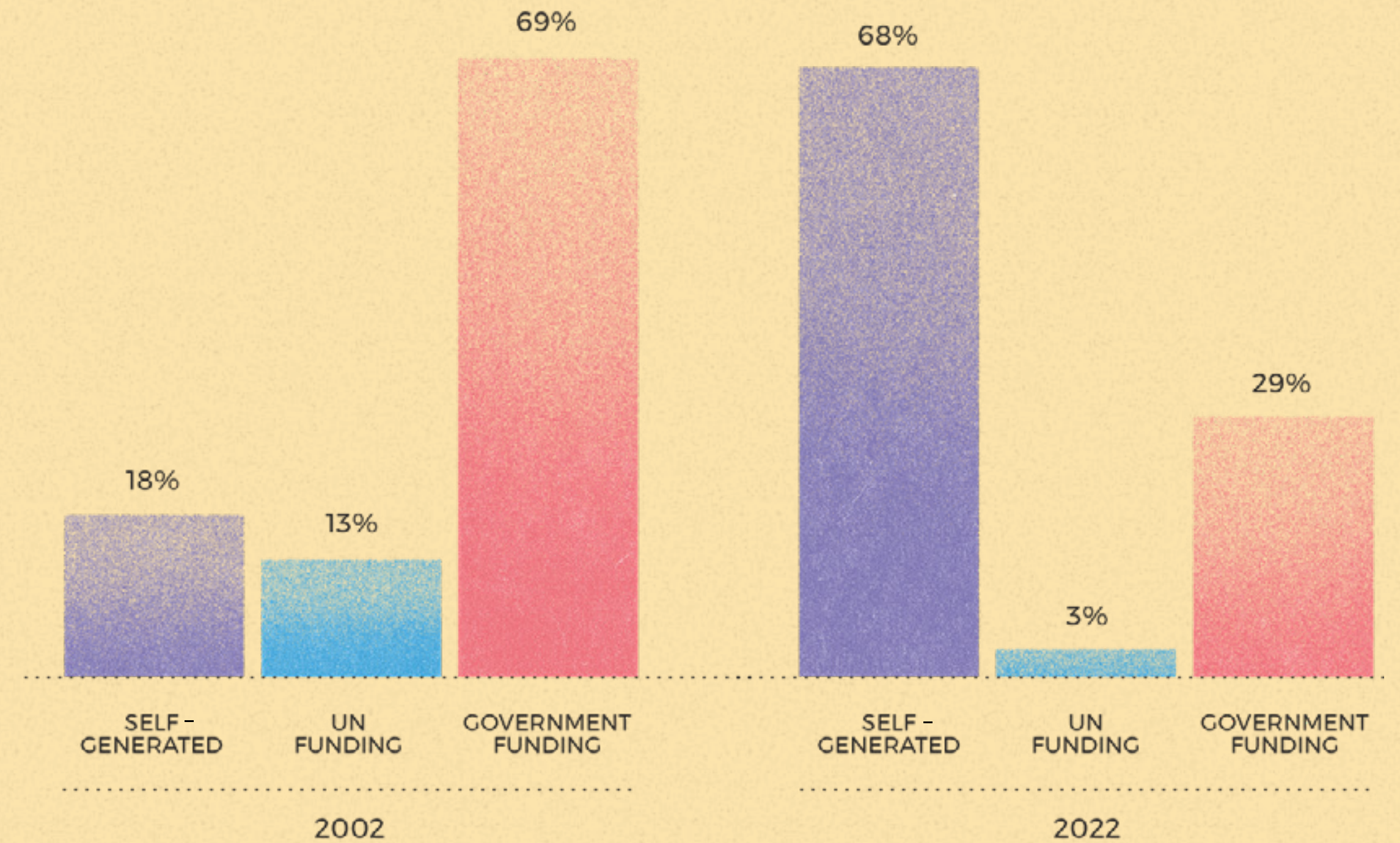
Since 2002, the College's income has seen a remarkable surge of 414 per cent, driven largely by increases in self-generated income through course fees, tailored solutions, and advisory services.



*FIGURES ARE EXPRESSED IN THOUSANDS OF UNITED STATES DOLLARS

A SHIFT IN FUNDING MODELS

From 2009 onwards, the proportion of income generated by the College itself has consistently exceeded the percentages from government and UN funding.



2022 AND BEYOND

Shaping the future UN through learning



Learn how our
programmes **will evolve in
the future.**

SUSTAINABLE
DEVELOPMENT



Nearly every facet of society is being upended by the digital era.

We will continue to tailor our learning programmes to address the emergent needs of the UN development system, building the governance skills of the future, and ensuring we leverage digital technologies while promoting human rights as the core of our work.

Supporting the United Nations development system at the country level

Repositioning the UN development system to enhance synergies and instil sustainable development learning is essential for realizing the 2030 Agenda. The relevance of UNSSC's customized learning programmes, guided by the principles of the 2030 Agenda, the Paris Agreement, and subsequent UN resolutions and legal frameworks, will continue to grow. Our strategy is to hone areas such as UN country programming mechanisms, UN norms and principles, results-based management, strategic foresight, systems thinking, strategic communications, advocacy, political acumen, partnerships, negotiations, client orientation, and equitable and sustainable financing.

Enhancing governance skills and competencies for sustainable development

As we envision the future, UNSSC is steadfast in its commitment to continuously enhancing its offerings to address traditional governance topics while elevating less conventional applied governance skills such as consensus-building, public policy shaping and transparent decision-making. **One way we will do this is by reintroducing the UN Reflection Series, a multi-stakeholder learning forum that bridges the gaps between science, policy and practice for leaders from inside the UN and beyond.** At the end of the series we will publish a policy compendium featuring policy briefs derived from those events.

———— Leveraging digital technologies to support fair and just transitions

To facilitate the shift towards a sustainable future, **UNSSC will focus on identifying the unique learning needs of UN staff,** development practitioners, civil servants, government leaders, civil society organizations and youth on topics related to digital technologies while also incorporating them in our learning programmes to make them more adaptable to learners.

———— Applying a rights-based approach to sustainable development learning

UNSSC's commitment to a rights-based approach to learning ensures that our strategies are rooted in inclusivity, equity and accessibility. This means creating meaningful learning opportunities for UN staff and partners to fully engage with and understand the core principles of the 2030 Agenda. **UNSSC will enhance the accessibility, availability, adaptability and quality of its learning programmes, so they continue to be fit-for-purpose and accessible by all.**

To propel sustainable development learning forward, UNSSC intends to expand its digital learning programmes, resources and tools, reaching out to more diverse audiences. We will leverage the latest technological advances, including virtual and augmented reality, game-based platforms, gamification tools, artificial intelligence, learner data analysis and the metaverse. UNSSC aims to develop Open Educational Resources (OERs) to democratize access to learning materials.

SUSTAINING PEACE,
PROMOTING SECURITY

The future of learning in peace and security builds on directions already apparent today:



promoting conflict sensitivity and conflict analysis; mobilizing youth for peace outcomes; addressing the problems of climate change-induced conflicts; deepening our abilities to conduct analysis at the intersection of the peace, development and humanitarian space; and ensuring the safety and security of UN staff called to serve in volatile parts of the world.

———— Conflict sensitivity and conflict analysis

UNSSC aims to become a leading provider of context-specific and innovative learning materials and solutions for conflict sensitivity and conflict analysis as well as becoming an institutional capacity-building provider capable of supporting the work of inter-agency working groups. UNSSC products on conflict sensitivity and analysis cater to diverse actors, including UN Country Teams and UN entities. Our partnerships with the Resident Coordinator Offices in the South Caucasus region, our work with the Peacebuilding Fund in Sudan as well as our growing partnership with UNDP Somalia are examples of our relevance. Another goal is to mainstream regional and linguistic diversity by hiring subject-matter experts capable of speaking Arabic, French, Russian and Spanish.

———— Give greater voice to youth and women at the peace table

Our Youth, Peace and Security (YPS) and Women, Peace and Security (WPS) courses assist to promote gender equality and youth inclusion in peace processes. We aim to enhance the legitimacy, sustainability and impact of the UN's work by equipping participants with the skills to conduct gender and youth-responsive analyses, develop strategies and implement programmes.

Our learning initiatives are rooted in theoretical knowledge and technical expertise, which can be adapted to the specific needs, languages and contexts of our diverse stakeholders, whether at headquarters or in field environments. By incorporating gender perspectives into the YPS Agenda and an age perspective into the WPS Agenda, we can strengthen peace and security efforts.

We are striving to enhance YPS and WPS Agendas within the UN system and we engage regularly with stakeholders and working groups including the Office of the Secretary-General's Envoy on Youth (OSGEY)'s Youth 2030 Knowledge Management Task Team.

Catalyzing climate-sensitive approaches to peace

Since the development of the first climate, peace and security learning portfolio, UNSSC has been positioning itself as a knowledge broker for inter-agency training on climate related risk analysis and climate sensitive approaches for peacebuilding. We work with the UN Climate Security Mechanism, the think tank [adelphi](#) and we support the organization of learning events during the Member States forum at the annual Berlin Climate Security Conference. **The focus of the coming years will be to build on the training capacities developed and knowledge acquired on climate-sensitive approaches to support requests from the UN system for peace-operations, special political missions and inter-agency workshops.**

Triple nexus: integrated analysis and responses

The integrated analysis and response portfolio has been met with growing interest from UN staff who are increasingly called upon to deepen their analytical skills to adopt a “trilingual approach” for prevention activities focusing on the humanitarian, development and peace sectors. Lately, aligning the UN Secretariat prevention initiatives with those of the work of UN agencies has become a system-wide priority. The Secretary General’s Integration Agenda balances the Nexus Agenda with the Integrated Assessment and Planning Policy Guidelines for the Peace and Security pillar, and UNSSC is uniquely positioned to provide the cross-sectoral training.

Safety and Security

In 2022, UNSSC and its partners celebrated the 15th anniversary of the Safe and Secure Approaches in Field Environments (SSAFE) programme. SSAFE is the system-wide standard for safety and security training for UN and associated personnel operating in complex environments. In addition to its partnership with UNDSS, UNSSC is committed to strengthening its safety and security portfolio to meet the evolving needs of the UN Security Management System.

As new global threats to the safety of UN staff and operations emerge, UNSSC is exploring an expansion of its portfolio to include trainings in the organization and delivery of Individual First Aid Kit (IFAK) and Emergency Trauma Bag (ETB).

EMPOWERING LEADERSHIP
AND MANAGEMENT



To support maximizing the performance of the UN system, UNSSC will continue offering activities and services in areas underpinning the Secretary-General's vision for a UN 2.0, with a particular focus on strategic foresight, data, performance and results management, behavioural science, innovation and digital transformation. These are the key capabilities called for in the Secretary-General's [Common Agenda](#).

Leadership and management development pipelines

Working with UN Human Resources and learning management leaders, we will continue to design programmes addressing the challenges faced by UN managers so they become more confident leaders and decision-makers.

UNSSC will grow as an inclusive learning community of UN leaders and managers motivated to foster connection, exploration and engagement. Our leadership and management certification programmes will continue shifting towards flexible modular designs where learners choose their own development paths that blend theory with workplace experiences. Our programmes will mix online learning with more frequent in-person encounters.

Improving the quality of UN careers

UNSSC will continue to improve the performance of UN personnel through innovative orientation tools, bespoke assessment instruments and mentoring and coaching for individuals and teams. Throughout the UN system those organizations with articulated people strategies increasingly rely on custom performance assessments and executive coaching services offered by UNSSC. **We will continue to maintain a rich portfolio of relevant specialized programmes that focus on improving core competencies which prepare staff for the UN's professional certification processes.** In this context, a future initiative in leadership and management will be the establishment of cost-effective mechanisms to facilitate studies and certify the coaching capabilities of experienced UN personnel. This will be complemented by an internal marketplace that helps users identify executive coaching capabilities throughout the UN system.

Leading change and innovation

We will continue to invest in the UN Leadership Culture Assessment and related tools like the UN Lab for Organizational Change and Knowledge (UNLOCK) that support management reforms and organizational culture change processes. The UN Innovation Toolkit will be tightly integrated into the [Blue Line](#) learning marketplace allowing the growing number of UN learners connecting through that tool to access new learning processes.

Ensuring operational excellence

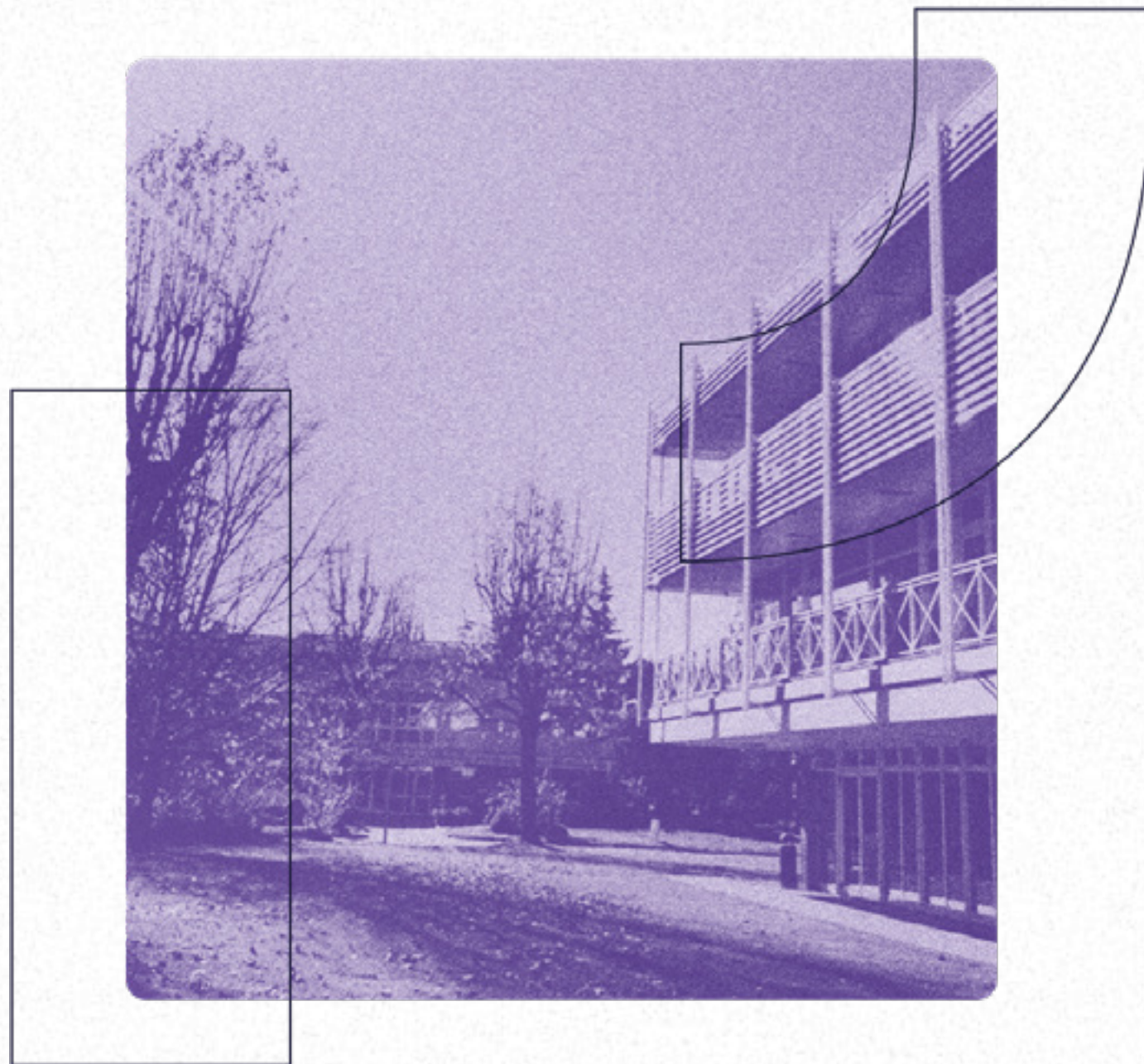
In recent years UNSSC, in partnership with other UN organizations and interagency networks, has played a growing role providing technical certification opportunities relating to UN business operations. The results have been positive, and demand is strong. This will translate into new training and certification opportunities in fields as varied as data literacy, evaluation competencies and foresight. Developing blockchain technologies in-house will enable UNSSC to offer digital micro-credentials through its own bespoke certification frameworks.

Using technology to connect UN staff around the world

UNSSC will continue to invest in [Blue Line](#) as a common learning hub for self-directed on-demand learning opportunities and interagency knowledge transfers. In addition, **UNSSC will continue developing its learning management technology and exclusive UNKampus ecosystem** as a way of underpinning its own learning interventions as well as offering UN system organizations preferential access to such market-leading learning management system-as-a-service (SaaS) solutions. An increasing number of UN system organizations and institutions are approaching UNSSC for support in deploying bespoke online academies and learning environments that leverage UNSSC's unique LMS technology and services. **Continued investment in research and development, including into innovative artificial intelligence (AI) applications specifically trained for UN contexts, will enable UNSSC to increase the range of analytical tools, strategic insights and learning advisory services it can offer UN partners.**

2022

The College at a Glance



The mission of
UNSSC is to foster learning
for a better world through
capacity support on UN
priorities.

THE BOARD OF GOVERNORS

The Director of UNSSC reports to the Board of Governors on an annual basis.

The UNSSC Board of Governors is composed of UN representatives selected by the UN Chief Executives Board (CEB) and appointed by the UN Secretary-General.

Chair



UN CHEF DE CABINET

Courtenay Rattray



EXECUTIVE DIRECTOR, UNFPA

Natalia Kanem

Ex-officio Members



ASSISTANT SECRETARY-GENERAL AND DEPUTY
EXECUTIVE DIRECTOR, UN WOMEN

Anita Bhatia



USG FOR MANAGEMENT STRATEGY, POLICY
AND COMPLIANCE

Catherine Pollard



DIRECTOR, UNSSC

Jafar Javan



EXECUTIVE DIRECTOR, UNAIDS

Winnie Byanyima



DIRECTOR, BUREAU OF POLICY AND
PROGRAMME SUPPORT, UNDP

Haoliang Xu



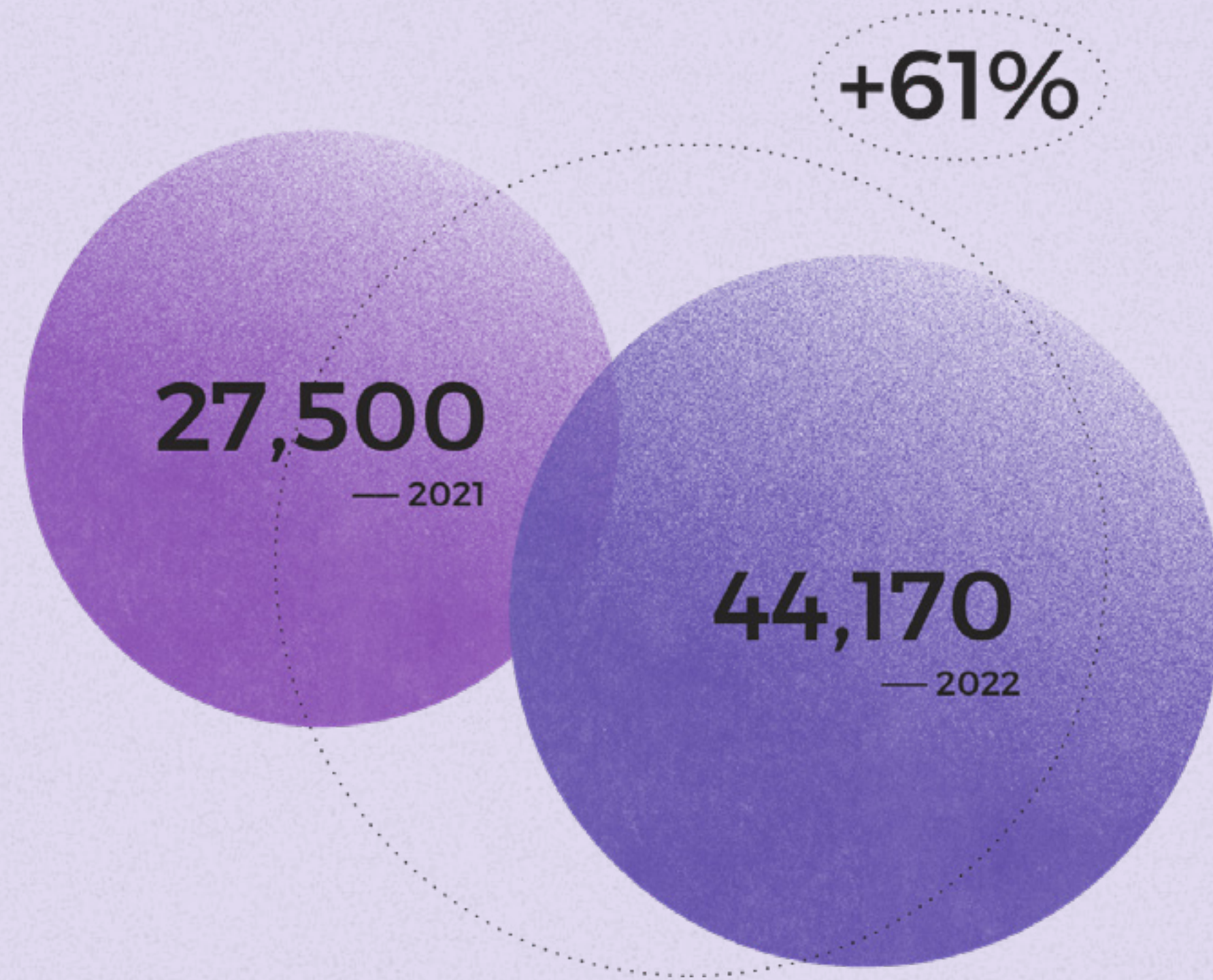
SECRETARY OF CEB AND DIRECTOR OF THE
CEB SECRETARIAT

Maaïke Jansen

Members

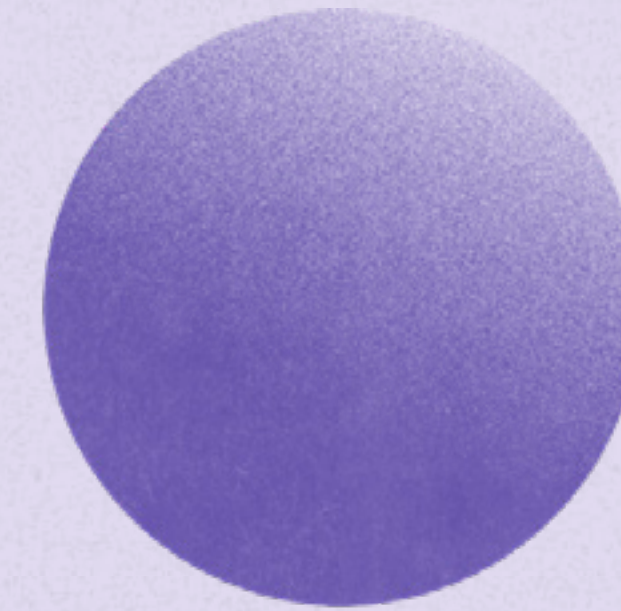
TOTAL BENEFICIARIES

The number of people who benefited from UNSSC learning products **grew by 61 per cent in 2022.**



GENDER BREAKDOWN

WOMEN



50%

MEN



47%

NOT DISCLOSED

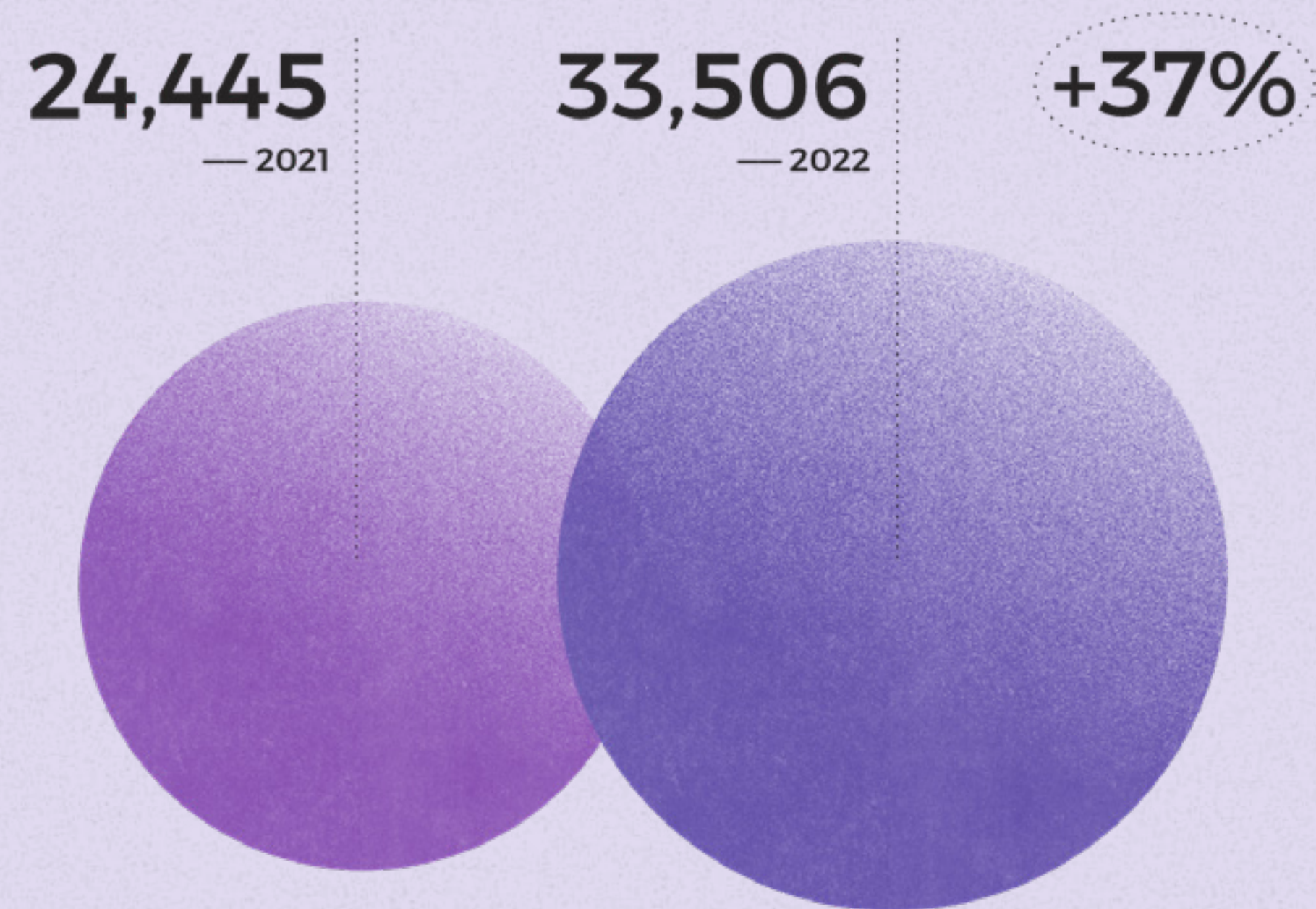


3%

DIRECT TRAINING

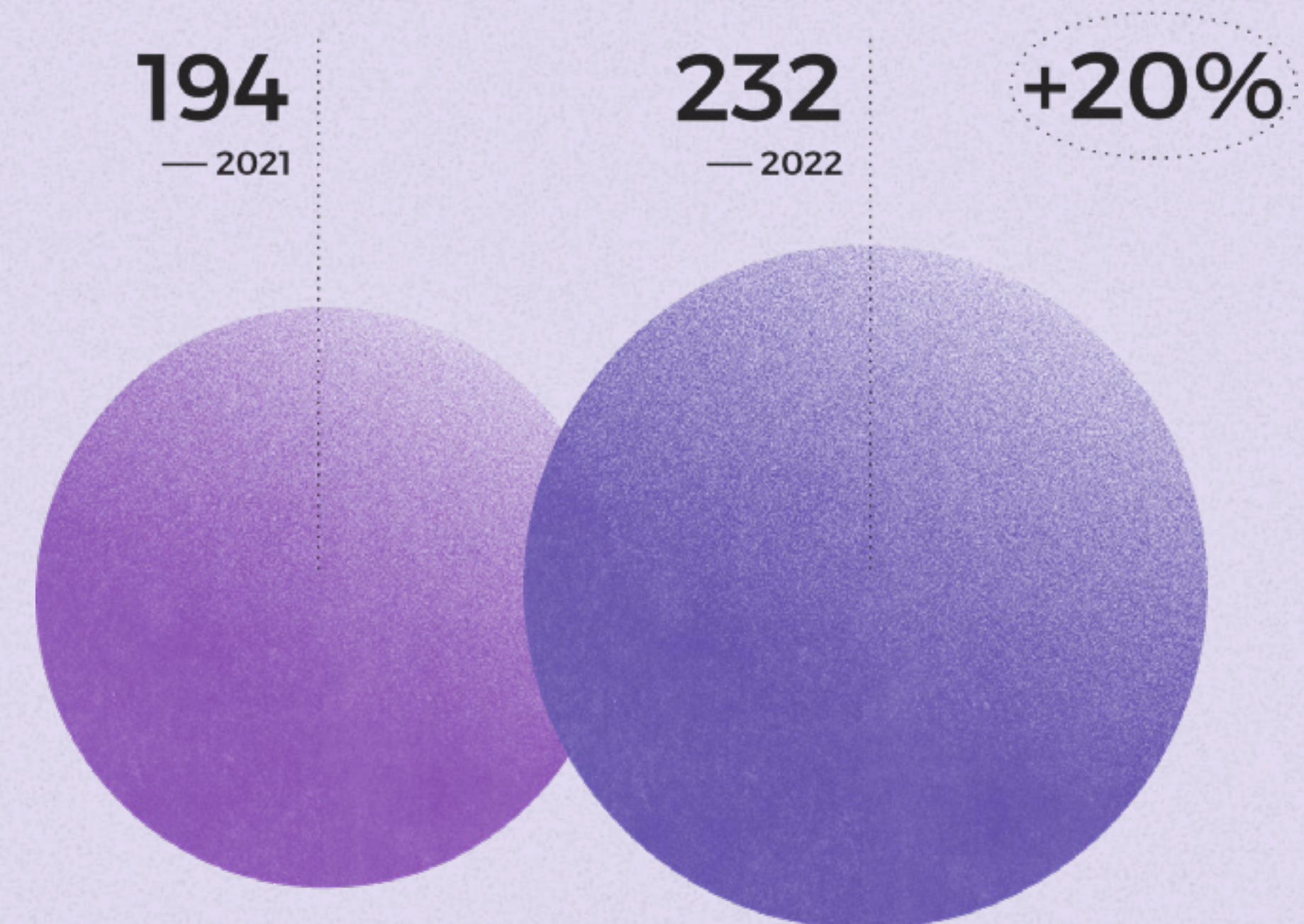
BENEFICIARIES

Participants in activities or events directly delivered by the College **increased by 37 per cent.**



NUMBER OF ACTIVITIES

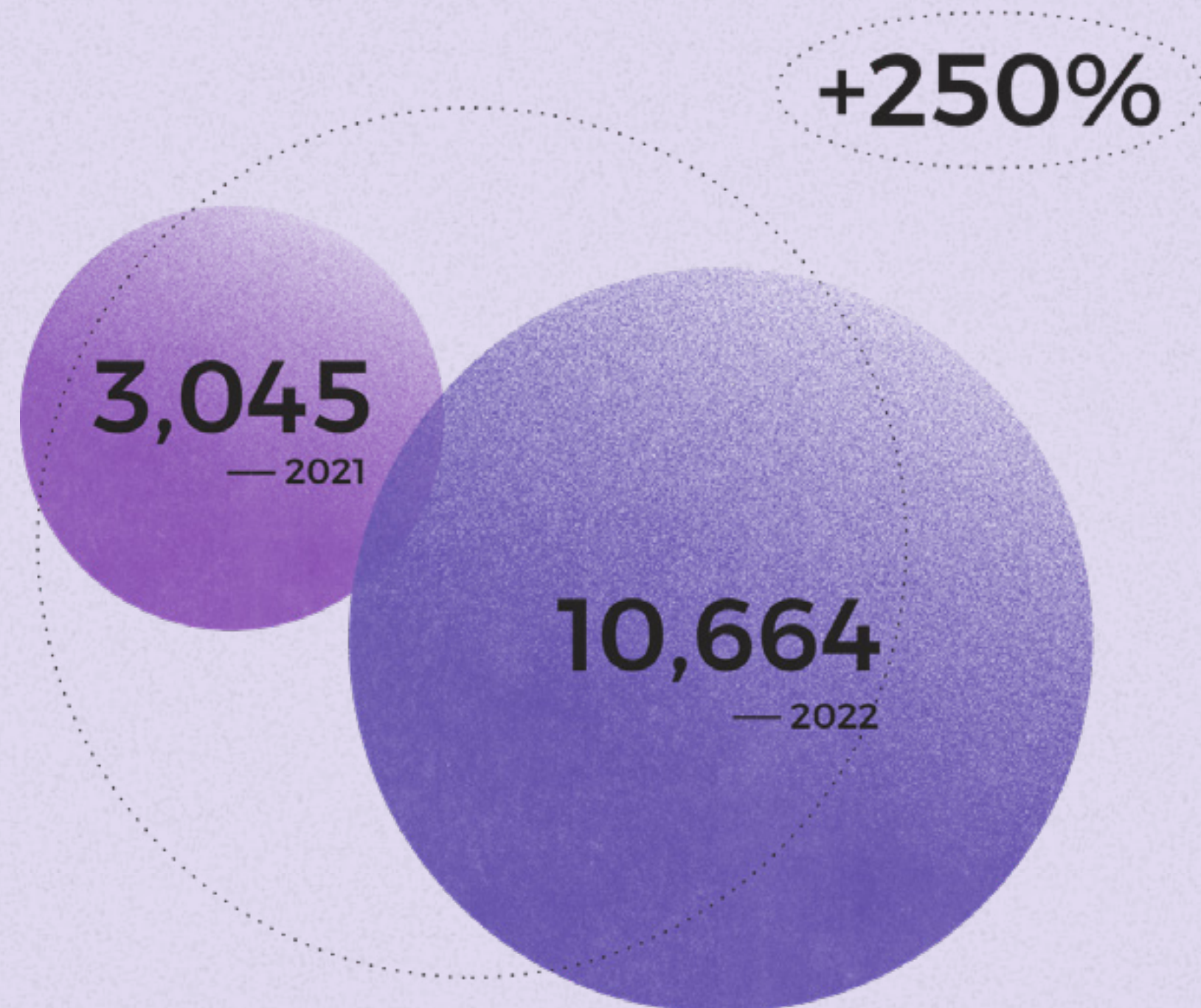
The number of direct training activities **increased by 20 per cent in 2022.**



INDIRECT TRAINING & WEBINARS

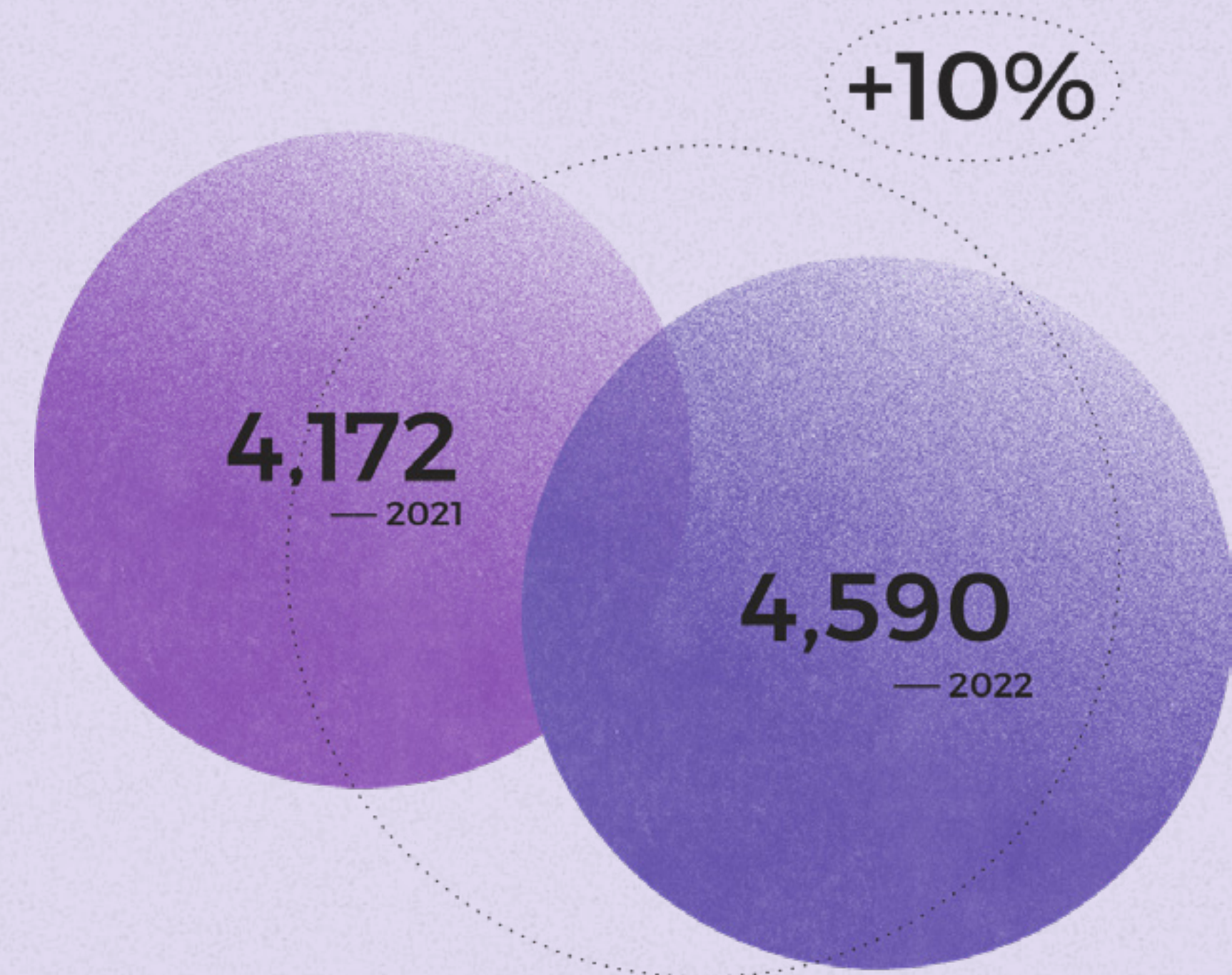
INDIRECT TRAINING

The number of learners trained by UNSSC-certified trainers in the area of UN Staff safety and security **increased by 250 per cent.**



NUMBER OF THOSE REGISTERED FOR WEBINARS

Those who registered for UNSSC webinars **increased by 10 per cent.**



HOW WE DID

RECOMMENDATION RATE

96 per cent of participants in 2022 said they would recommend their learning programme to others.

2021



96%

2022



96%

SATISFACTION RATES

In 2022, participants **rated learning programmes highly** in terms of overall quality, job relevance, facilitation and teaching methodology.

SCALE 1 TO 6

2021

2022

How satisfied are you with the overall quality of the training you attended?

5.5

5.2

How relevant to your work was the training you received?

5.0

5.5

How would you rate UNSSC's facilitation and teaching methodology?

5.3

5.2

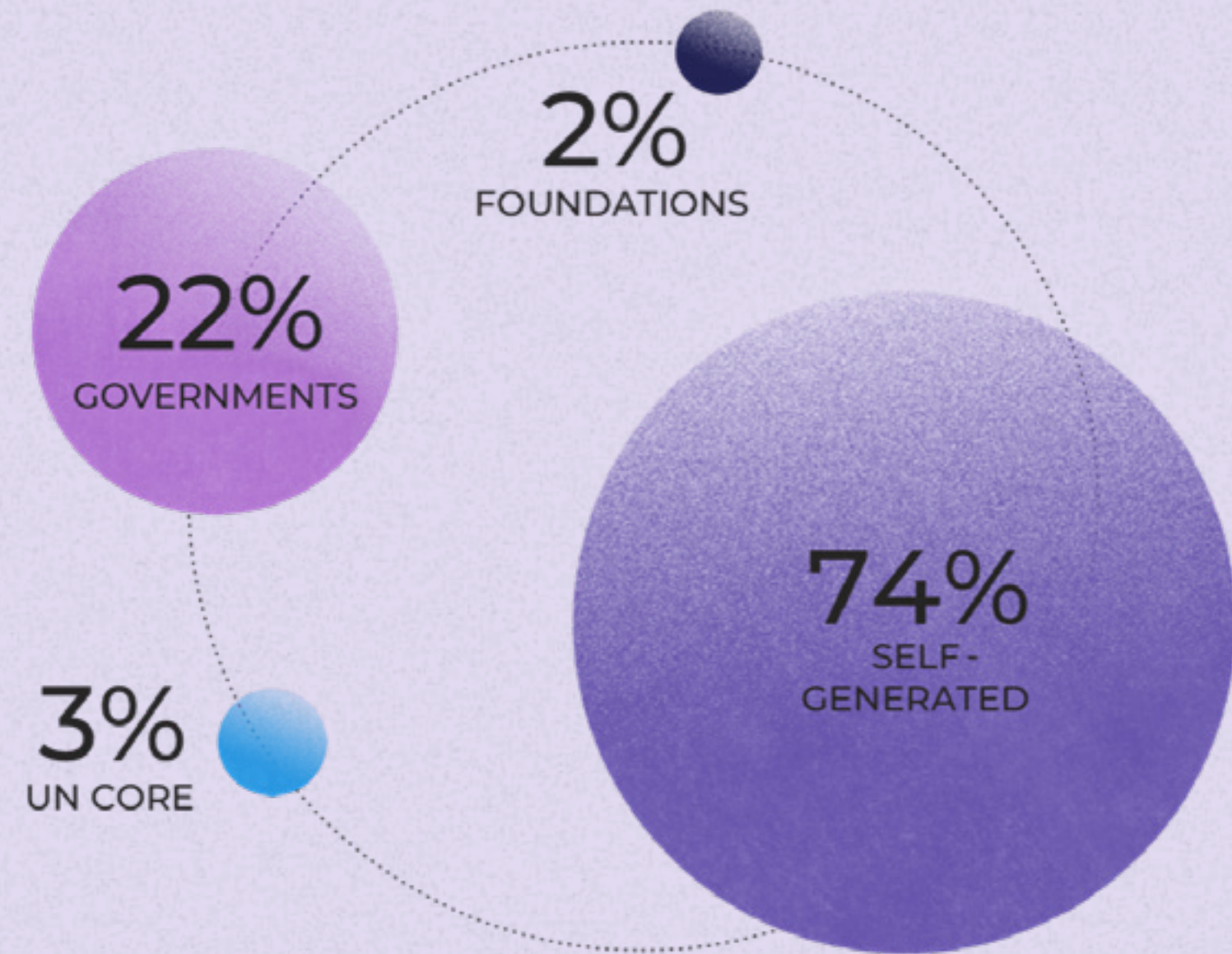
EXPENDITURE BY YEAR (UNITED STATES DOLLARS)

	2022	2021
SALARIES AND OTHER PERSONNEL COSTS	13,168,088	12,865,311
OPERATING EXPENSES	1,686,681	1,587,226
TRAVEL	342,751	144,454
CONTRACTUAL SERVICES	50,940	41,270
TOTAL	15,248,460	14,638,261

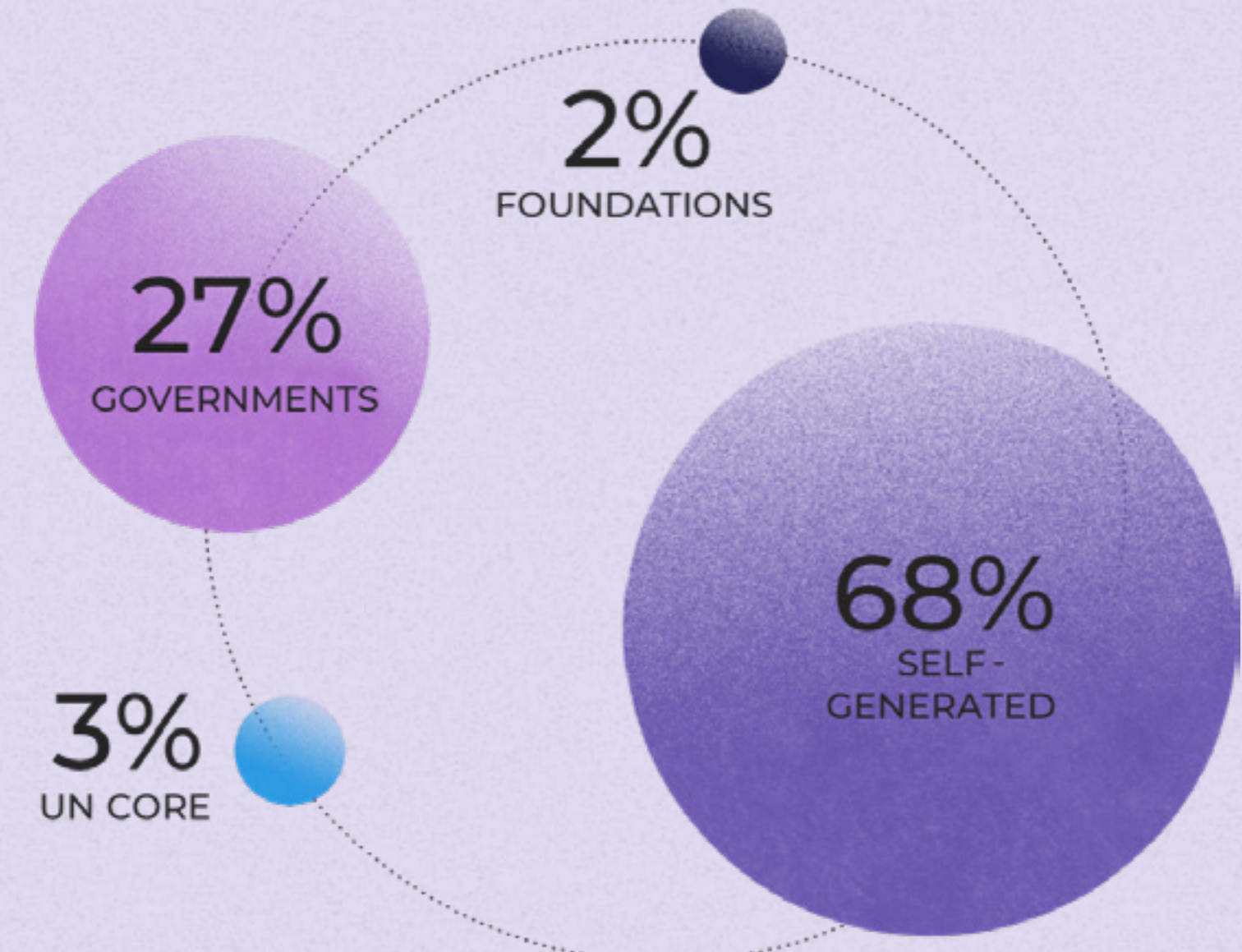


CONTRIBUTIONS (UNITED STATES DOLLARS)

TOTAL 2022: 19,530,733



TOTAL 2021: 19,824,565



● SELF-GENERATED INCOME

14,433,139

● GOVERNMENTS

4,263,506

● FOUNDATIONS

326,087

● UN CORE CONTRIBUTIONS

508,000

● SELF-GENERATED INCOME

13,524,259

● GOVERNMENTS

5,443,469

● FOUNDATIONS

348,837

● UN CORE CONTRIBUTIONS

508,000

CORE CONTRIBUTIONS FROM UN ORGANIZATIONS (UNITED STATES DOLLARS)

TOTAL 2022: 508,000



STATEMENT OF FINANCIAL POSITION (THOUSANDS OF UNITED STATES DOLLARS)

ASSETS	2022	2021	LIABILITIES	2022	2021
CURRENT ASSETS			CURRENT LIABILITIES		
Cash and cash equivalents	8,597	2,193	Accounts payable and accrued payables	630	767
Investments	11,498	10,027	Employee benefit liabilities	437	353
Voluntary contributions receivable	49	27	Advance receipts	2,745	2,692
Other receivables	3,191	3,314	Total current liabilities	3,812	3,813
Advance transfers	199	210			
Other assets	5,005	1,565	NON-CURRENT LIABILITIES		
Total current assets	28,539	17,336	Employee benefit liabilities	14,997	18,734
			Total non-current liabilities	14,997	18,734
NON-CURRENT ASSETS			TOTAL LIABILITIES	18,810	22,547
Investments	10,634	16,243			
Property, plant and equipment	48	41	NET ASSETS		
Total non-current assets	10,682	16,284	Accumulated surplus	20,411	11,072
TOTAL ASSETS	39,221	33,619	TOTAL LIABILITIES AND NET ASSETS	39,221	33,619

STATEMENT OF FINANCIAL PERFORMANCE (THOUSANDS OF UNITED STATES DOLLARS)

REVENUE	2022	2021
Voluntary contributions	5,098	6,300
Investment revenue	284	91
Other exchange revenue	14,433	13,524
Other revenue	11	10
TOTAL REVENUE	19,826	19,925
EXPENSES	2022	2021
Employee salaries and benefits	7,593	7,527
Non-employee compensation	5,575	5,338
Depreciation	15	16
Other contracted services	51	41
Travel	343	144
Other operating expenses	1,672	1,572
TOTAL EXPENSES	15,248	14,638
SURPLUS/(DEFICIT) FOR THE YEAR	4,577	5,286



DONORS

Special thanks
to our donors

At UNSSC, we are extremely grateful for the continuing support that our key donors provided in 2022. Italy, as the host government of our main campus and headquarters, provided essential funding that has enabled UNSSC to grow and better deliver on its mandate. Similarly, Germany's generous contributions have enabled the UNSSC Knowledge Centre in Bonn to expand its reach and operations in the area of sustainable development. The Swedish International Development Cooperation Agency and the Turin-based Compagnia di San Paolo Foundation have been strong supporters, allies and partners with whom we have shared visions, strategies and ideas. In 2022, the Government of Ireland provided a generous contribution to support UNSSC's work on climate and security. The results achieved in 2022 would not have been possible without the support of our key donors.



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