

2024 Annual Report

Transforming the United Nations for Tomorrow



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Introduction

With just five years remaining until 2030, progress toward the Sustainable Development Goals is off track. Recognizing the urgency of accelerating action, the UN Secretary-General launched UN 2.0, a bold initiative outlining the internal transformations needed across the UN system to better support Member States in advancing the 2030 Agenda.

UN 2.0 envisions a modernized United Nations—one that is forward-thinking, dynamic, and equipped with cutting-edge skills to navigate the complexities of the twenty-first century. At the heart of this transformation lies the Quintet of Change, a strategic framework centered on five key capabilities: foresight, digital, data, behavioural science, and innovation. These skills, embedded within an organizational culture that values agility, continuous learning, and curiosity—while prioritizing gender equity—represent the United Nations’ commitment to strengthening its ability to deliver impact. To realize this vision, the UN system must invest in learning—empowering its people with the knowledge and skills needed to drive change. As the UN system’s dedicated learning institution, the United Nations System Staff

College (UNSSC) provides a shared platform for continuous development, equipping UN personnel and entities with the tools to transform not only their skill sets but also the way they apply expertise to complex global challenges. A more capable UN system is needed more than ever to revolutionize global problem-solving, shaping a more sustainable future for generations to come.

UNSSC is recognized by the system as a centre of excellence on learning for UN 2.0. This report highlights how the Staff College is advancing learning across the Quintet of Change, equipping UN professionals to lead with confidence and tackle emerging challenges with agility. Through high-quality learning experiences, we are not just preparing the UN system for the future—we are actively shaping it.



Message from the Acting Director

The world is changing, yet the mission of the United Nations—to promote peace, uphold human rights and build a sustainable future for all—is enduring. To navigate this evolving landscape, the UN system must continuously adapt, equipping its people with the skills and knowledge needed to respond to emerging challenges. This is especially critical in light of the “UN80” initiative, which aims to modernize the organization to ensure that it remains effective, cost-efficient and responsive to the people it serves.

As the inter-agency learning institution of the UN system offering critical capacity support on UN priorities, the work of the United Nations System Staff College (UNSSC) is about more than just learning—it is about ensuring that the UN system is prepared for the future, leveraging its vast expertise, equipped to deliver on its commitments.

This annual report tells the story of how UNSSC is supporting that transformation, preparing the UN workforce for a “UN 2.0.” In 2024, UNSSC reinforced its role as the system’s learning and knowledge hub, delivering integrated and forward-looking learning solutions that empower UN

personnel, facilitate the transfer and scale-up of good practices, and strengthen the United Nations’ capacity to support Member States.

Investing in learning is not optional—it is essential. In the past year, UNSSC welcomed over 66,000 learners through 210 learning activities, with a significant portion coming from across the UN system. This engagement underscores the growing recognition of UNSSC as a centre of excellence for learning and its capacity to deliver results at scale for UN personnel in a highly cost-effective manner.

As the world changes and financial constraints tighten, we must ask: How does the UN system continue to invest in learning while facing the reality of shrinking budgets and increasing demands? Now, more than ever, leveraging UNSSC’s expertise is both a strategic and cost-effective choice. UNSSC provides substantive and relevant support to UN colleagues on issues of peace and security, sustainable development and management and leadership. UNSSC digital platforms provide a unified learning space for the entire UN system, fostering efficiency and economies of scale.

UN entities can maximize impact while optimizing costs by tapping into UNSSC’s well-developed ecosystem of learning solutions. Furthermore, they can leverage UNSSC as a common platform, strengthening inter-agency collaboration and addressing shared needs.

The world demands a more efficient United Nations. As a system-wide centre of excellence and strategic partner for learning, UNSSC is well positioned to support this goal—empowering UN personnel and organizations to adapt, innovate, and deliver results.

*With gratitude and best wishes,
Miguel Panadero*



Learning snapshot

WIDE REACH

Our learning products connect with a diverse audience across the UN system and beyond

81,276 TOTAL BENEFICIARIES

67,033 DIRECT TRAINING PARTICIPANTS

14,243 INDIRECT TRAINING PARTICIPANTS

HIGH PRODUCTIVITY

We roll out an exciting activity almost every single working day.

216 ACTIVITIES

Learning snapshot

HIGHLY RECOMMENDED

Our participants consistently praise the exceptional quality of our programmes, highlighting the in-depth knowledge and practical skills gained.

OUT OF 6

5.2

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

5.2

How relevant to your work was the training you received?

5.2

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

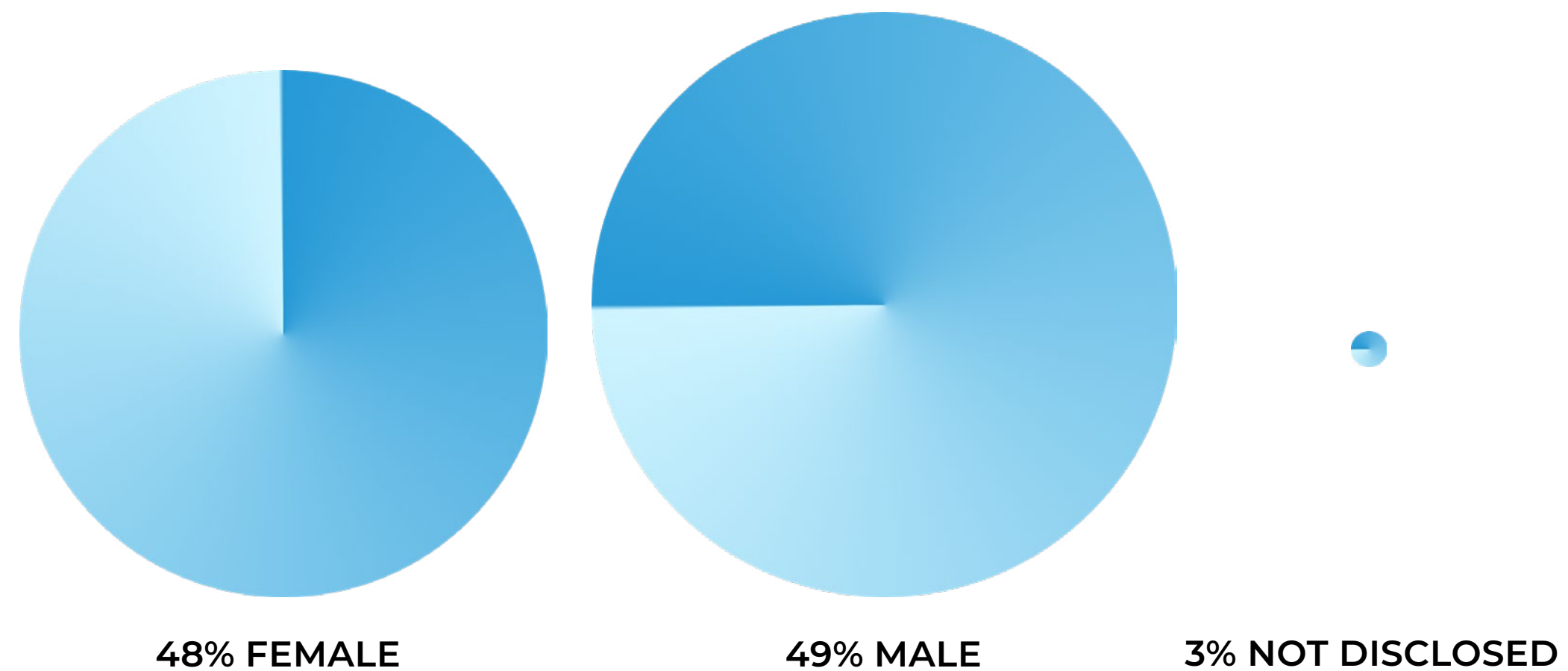
97%

RECOMMENDATION RATE

Learning snapshot

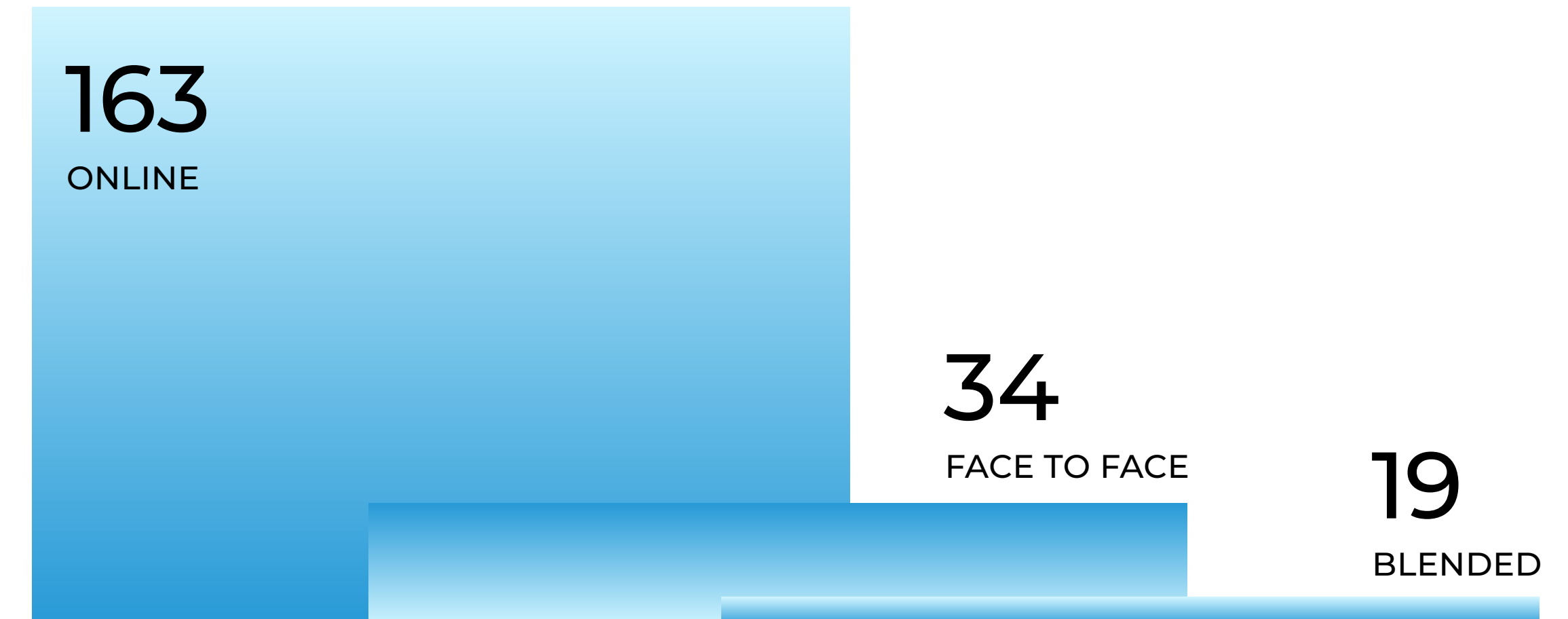
INCLUSIVE

We are proud to foster gender parity, ensuring our programmes welcome and empower both women and men.



CENTRE OF EXCELLENCE

We are recognized as a leader in online learning, setting a standard for excellence and innovation.



Seven Key Capabilities



Seven Key Capabilities

UN 2.0 envisions a modernized United Nations—one that is forward-thinking, dynamic, and equipped with cutting-edge skills to navigate the complexities of the twenty-first century. At the heart of this transformation lies the Quintet of Change, a strategic framework centered on five key capabilities: foresight, digital, data, behavioural science, and innovation. These skills, embedded within an organizational culture that values agility, continuous learning, and curiosity—while prioritizing gender equity—represent the United Nations’ commitment to strengthening its ability to deliver impact.

INNOVATION

We enhanced people’s ability to generate, test, and scale up new ideas.

FORESIGHT

We guided teams to think ahead and shape strategic, future-focused plans.

BEHAVIOURAL SCIENCE

We helped people apply behavioural insights to design smarter policies.

DATA

We gave people the data skills to make more informed decisions.

DIGITAL

We equipped people with the skills and tools to thrive in the digital space.

GENDER EQUALITY

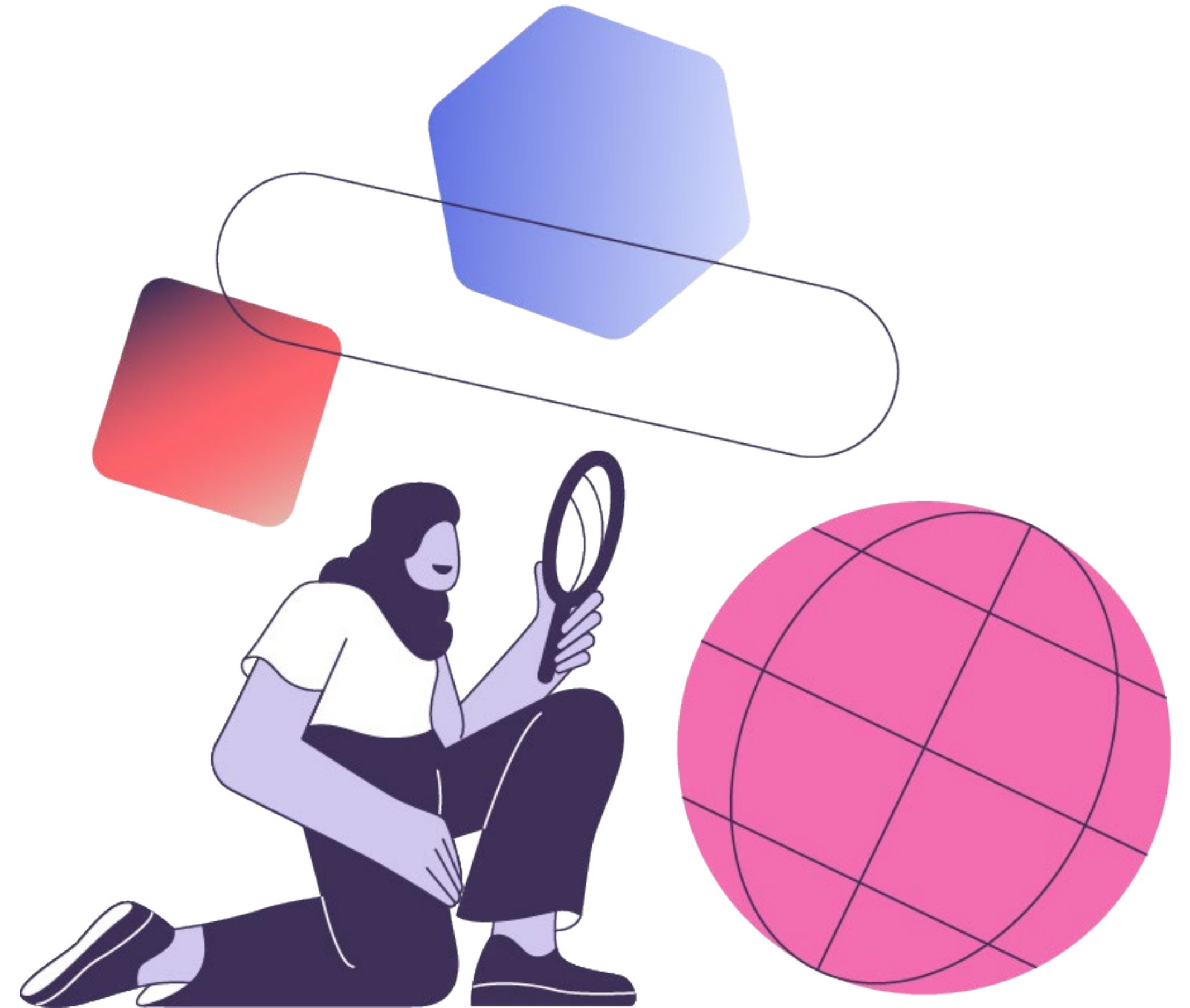
We advanced inclusive leadership and created spaces for women to thrive.

CULTURE

We helped advance a leadership culture within the United Nations.

Foresight

As we confront climate extremes, technological advancements, and societal uncertainties, it's crucial to envision and work towards a future grounded in strategic foresight—the practice of exploring and anticipating future trends, challenges, and opportunities to inform decision-making and long-term planning. In 2024, UNSSC enhanced foresight capabilities across the UN system through programmes in humanitarian and development contexts, equipping personnel and partners with essential tools to proactively address global challenges.



Building foresight capacity to shape global peace efforts

The Global Peace Index 2024 shows that the world is at a critical point, with 56 conflicts—the highest number since the Second World War. Ninety-two countries are involved in cross-border conflicts, and the rise in minor conflicts increases the risk of major ones in the future. To address this, in 2024 UNSSC launched the Strategic Foresight for Prevention programme.

Strategic foresight—the practice of systematically exploring different future scenarios to anticipate and address global challenges—aligns directly with the UN Secretary-General’s emphasis on prevention. Strategic foresight methodologies—such as horizon-scanning, scenario-planning, and trend analysis—identify underlying drivers of conflict, such as climate change, technological disruptions, economic inequalities, and political instability. By recognizing trends early, the United Nations and Member States can take

preventive measures before tensions escalate into violence. The UNSSC Strategic Foresight for Prevention programme provided UN personnel and partners with essential tools and methodologies for informed conflict prevention analysis. These tools and methodologies enhanced the abilities of UN practitioners to analyse results to inform decision-making and strategic planning for early warning and conflict prevention. The programme also fostered an anticipatory mindset for thinking and acting more systematically and with a long-term view, thus enabling participants to deal more effectively with uncertainty.



Political Affairs Officer, Office of the Special Envoy of the United Nations Secretary-General for the Great Lakes Region

Yared Tesfaye

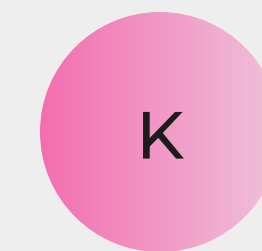
“This programme not only deepened my understanding of foresight techniques but also highlighted their critical application in the United Nations’ prevention work, aligning closely with the vision of UN 2.0 and the New Pact for the Future. The interactive sessions, real-world applications and the opportunity to exchange with peers made it both inspiring and highly practical. It had an immediate impact on my work, as the insights gained were instrumental in organizing my office’s first-ever strategic foresight exercise. I highly recommend this programme to UN colleagues working on prevention.”

UN 2.0 Springboard for the Executive Office of the Secretary-General

UN senior managers need to build strategic foresight skills to effectively navigate the complexities of global issues and anticipate emerging challenges. By developing these skills, they can better align resources and initiatives with future needs, ensuring that the organization's goals remain relevant and impactful. Strategic foresight enables leaders to foster innovative solutions and partnerships, ultimately advancing the United Nations' mission in a rapidly changing world.

In 2024, UNSSC crafted and delivered a UN 2.0-focused springboard programme for the Executive Office of the Secretary-General that gave special emphasis to strategic

foresight. The programme introduced participants to foresight principles, including an overview and the practical application of the “futures wheel” tool, enabling participants to visualize the future consequences of a particular driver, event or issue. Experts from across the UN system shared real-world strategic foresight case studies, fostering a dynamic exchange that led to practical solutions.



Key takeaways from the Strategic Foresight Week's reflective exercise

“Fostering effective communication, encouraging interdisciplinary thinking, sparking creativity, prioritizing upskilling, and creating clear, accessible narratives were identified by participants as key changes needed in processes, systems, tools, and ways of working to better integrate foresight into their work.”



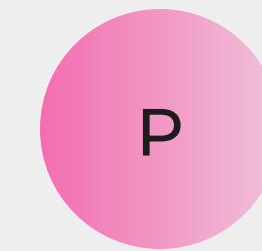
Systems thinking and foresight in Europe and Central Asia

UN country teams (UNCTs) need to build strategic foresight skills to identify and proactively respond to local issues and trends that may impact the achievement of the Sustainable Development Goals in their country context. By enhancing these skills, teams can improve collaboration with stakeholders and create more effective, long-term strategies that address local and national needs.

In 2024, 12 UNCTs in the Europe and Central Asia (ECA) region started preparing new UN Sustainable Development Cooperation Frameworks, which are core instruments for providing a coherent, strategic direction for UN development activities by all UN entities at country level. In order to enhance the skills of UNCTs in developing integrated and forward-looking cooperation frameworks aligned with the 2030 Agenda and national priorities, UNSSC designed and delivered the Fostering a Shift Towards Systems

Thinking and Innovative Approaches in the ECA Region programme in collaboration with UN entities, including the United Nations Development Coordination Office, United Nations Environment Programme (UNEP), United Nations Population Fund (UNFPA), and UN Women. The programme equipped participants with the knowledge and innovative mindset to engage effectively in UN country programming.

This learning programme brought together 50 participants, equipping them with knowledge and skills to apply systems thinking and foresight methodologies in the design of Cooperation Frameworks. This initiative strengthened capacities across agencies, funds, and programmes to produce nationally responsive strategies.



Participant's feedback from evaluation form

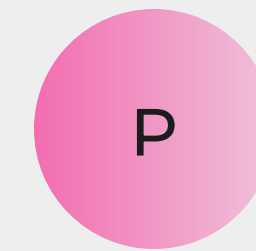
"The workshop gave me a clearer vision for how to understand existing guidance and a mandate to take the process forward at the country level."



Enhancing preparedness in high-risk environments

The Safe and Secure Approaches in Field Environments (SSAFE) and the Individual First Aid Kit 2.0 (IFAK 2.0) combine to provide training that prepares UN personnel to respond to safety and security challenges in high-risk environments. By supporting collaboration across UN agencies, funds, and programmes, the SSAFE+IFAK programme integrates diverse expertise to strengthen operational safety and security. The programme not only addresses immediate deployment needs but also builds long-term capacity, embodying the UN 2.0 vision of a forward-thinking and results-oriented organization.

In 2024, in collaboration with the Italian Military, the programme successfully enhanced the agility and readiness of 125 UN personnel for rapid deployment in high-risk areas such as Ukraine and Gaza.

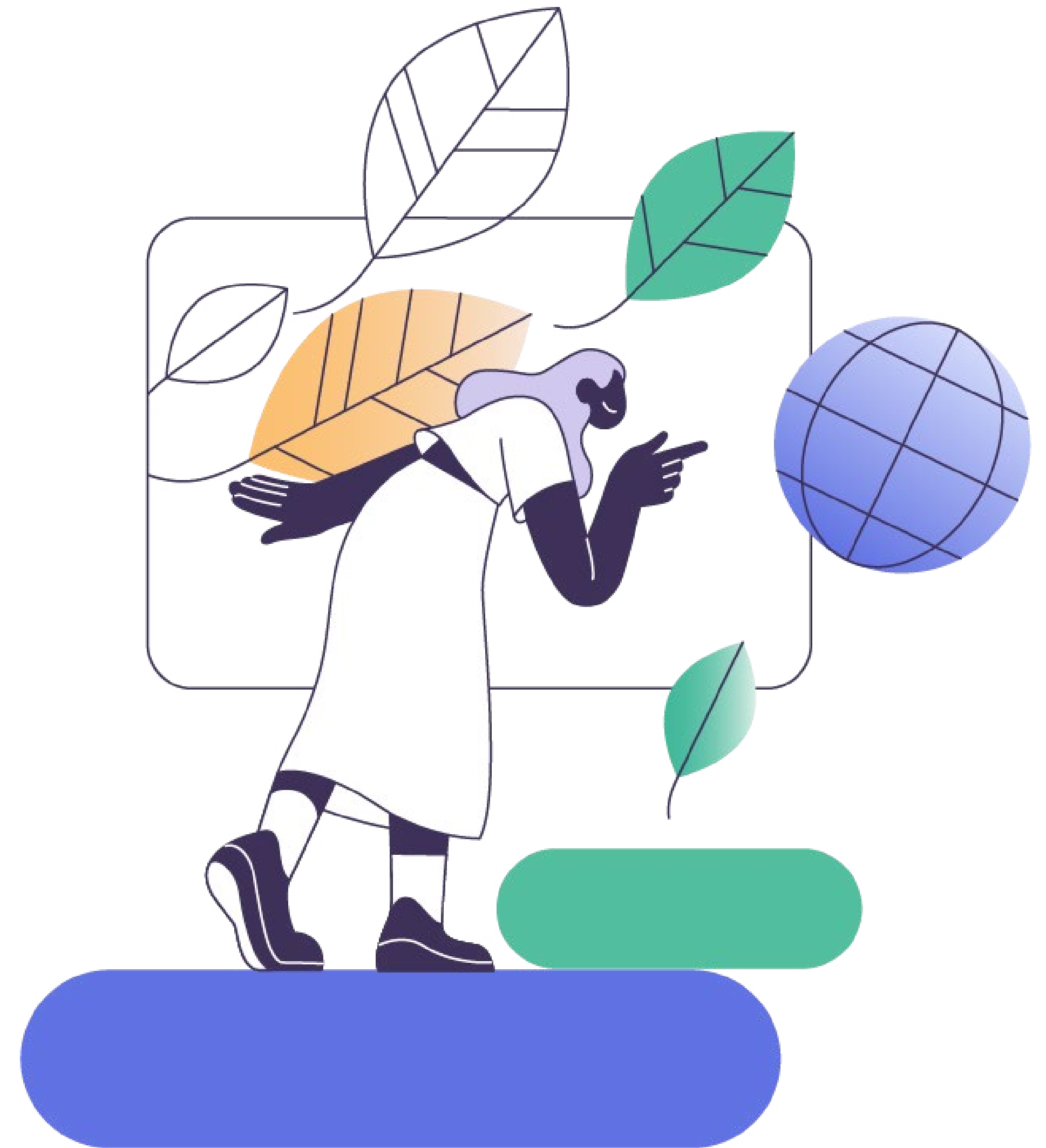


Participant's feedback from
evaluation form

"The SSAFE+IFAK course was an absolute game-changer for me. As someone with considerable field experience, I thought I had a decent understanding of safety and first aid, but this training took my skills and confidence to an entirely new level. The UNSSC instructors were incredibly knowledgeable, engaging, and supportive, ensuring that every participant gained practical, hands-on experience in handling real-world security challenges and traumatic injuries."

Digital

Today, digital technologies significantly influence our lives, organizations, economies, and societies, presenting opportunities to seize as well as risks to address. In 2024, UNSSC offered relevant and timely learning programmes designed to equip learners with essential skills and introduce them to the latest tools and platforms as they navigate a rapidly evolving digital landscape.



Designed for UN professionals with UN 2.0 in mind

The Executive Master in International Development programme, developed as a partnership between UNSSC and IE University of Spain, aims to tackle global challenges within the multilateral system while promoting sustainable development. Tailored to the needs of UN personnel and aligned with UN priorities, the master's programme is structured around the Quintet of Change.

One of the courses, "Innovation and Digital Transformation", offers a vital framework for analysing innovation in the development sector. It explores both the opportunities technology presents as well as the potential risks related to privacy, security, and effective governance. Other notable courses offered in the programme include "Data Analytics for Development," "Strategic Foresight and Risk Analysis," "Change Making and Policy Impact: Applying the Behavioural Sciences," and "Innovation and Organizational Change."

Launched in 2023, the inaugural cohort of the master's programme, consisting of 15 professionals, graduated in July 2024. The second edition of the master's programme commenced in September 2024 with 16 participants. Overall, they have come from a diverse range of academic institutions, international organizations, and the private sector. Of the 31 total participants across the two programmes, 15 are from various UN agencies, including the United Nations International Children's Emergency Fund (UNICEF), United Nations Development Programme (UNDP), World Health Organization (WHO), United Nations High Commissioner for Refugees (UNHCR), International Labour Organization (ILO), and Food and Agricultural Organization of the United Nations (FAO).



Executive master graduate

Orapim Pakdeesongkram

"The Executive Master's programme not only fulfilled my expectations in this learning journey but also led me to a new community that shares the same passion for global issues."

Exploring digital fluency in the United Nations

In 2024, UNSSC launched the UN 2.0 Fundamentals E-learning Path free of charge to all personnel of the UN system. The goal of the module on Digital Fundamentals is to help UN personnel navigate the increasingly complex digital landscape by highlighting best practices throughout the system.

The module outlines the shared principles of the Global Digital Compact and explores various technologies. It showcases how different UN entities are utilizing these technologies and introduces the UNDP's Digital Standards framework to assist personnel in initiating their own digital interventions and shifting towards a more digital mindset. Participants are encouraged to reflect on how these principles and frameworks can be strategically applied

within their specific contexts. This approach fosters deeper reflection on the impact of the digital transformation and the importance of carefully assessing which and when technologies are needed, underscoring the idea that digital capacity does not always equate to high levels of technological expertise.

To date, participant feedback has highlighted the value of the learning path, with an impressive average rating of 5.01 out of 6 and a 100 per cent recommendation rate.



Participant's feedback from the Blueline discussion forum

"I would highly recommend participating in this module to colleagues. It offers valuable insights into tools and strategies that can streamline workflows, enhance communication, and improve data-driven decision-making. It's particularly beneficial for those looking to adapt to emerging technologies and incorporate digital solutions into their daily work. Whether you're managing teams or working on complex projects, this module provides practical ideas of why it's important to shift to digitalization to increase productivity and achieve project outcomes."

Leveraging technology as a force for good

The rapid adoption of technology is reshaping our world at an unprecedented pace. The integration of technology into all areas of life brings tremendous opportunities to solve some of the world's most pressing problems but also requires us to mitigate unintended consequences such as growing digital divides, greater energy and resource consumption, and screen addiction.

As we navigate this digital transformation, it's essential to be deliberate about the choices we make, to ensure that we use technology as a force for good, promoting a healthier, safer, and more sustainable environment.

Developed in collaboration with the United Nations Environment Programme (UNEP) and partners such as GIZ of Germany, the European Union, and the UN Technology

Envoy, the Digital4Sustainability Learning Path offers four self-paced modules that explore how we can leverage digital transformation for sustainable development, particularly in the context of the triple planetary crisis—climate change, pollution, and biodiversity loss.

In 2024, the programme reached over 5,200 professionals from diverse sectors, bringing the total number of participants since its inception to 21,806. Ninety-seven per cent of participants reported an improved understanding of digital sustainability solutions after participating in the programme.



Formulation assistant, L'Oréal
Dennis Kiprotich

"One key takeaway is that each of us can play a part in supporting sustainability within our spheres. By educating ourselves, embracing sustainable practices, and taking action, we can raise awareness, mitigate the impacts of the sustainability crisis, and become advocates for positive change. Let's all commit to making a difference!"



Data

Modern methods in statistics, analytics, and machine learning enable us to understand events, their causes, and appropriate responses. In 2024, UNSSC provided UN personnel and stakeholders with the skills and tools needed to interpret and present complex data for informed decision-making, strengthening their overall capabilities and helping to strengthen expertise, processes, and technology.



Building capacity for climate action

Data transparency is essential for the Paris Agreement, the legally binding accord on climate change. It encompasses accurate measurement, accessible reporting, and expert review of each country's progress in meeting its national climate goals and pledges. To uphold transparency commitments, countries must track and report their greenhouse gas emissions and monitor their progress towards both climate mitigation and adaptation targets. In this context, competencies in data transparency play a critical role.

In partnership with the Initiative for Climate Action Transparency (ICAT), United Nations Framework Convention on Climate Change (UNFCCC), and United Nations

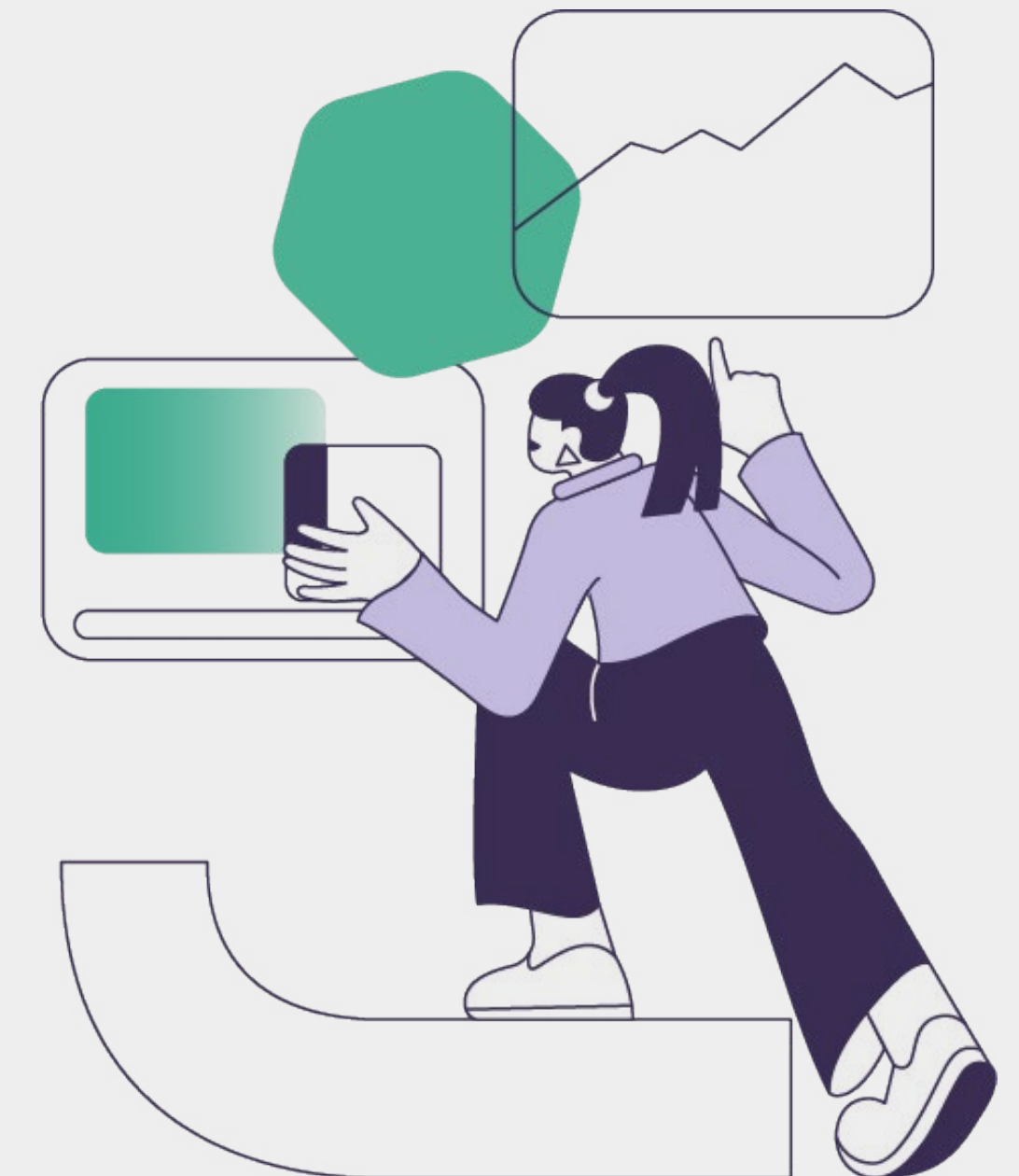
Environment Programme (UNEP), in 2024 UNSSC launched a learning programme to build national capacity in climate action transparency in order to support both national climate ambitions and international commitments. It equipped officials with skills in data tracking and reporting that are essential for evidence-based climate policy. By the end of 2024, over 300 officials from more than 100 countries had been trained, enhancing their capacity to implement and report on domestic and international climate goals.



Chief Technical Officer, Policy & Planning Division,
Department of Sustainable Development, Government of
Saint Lucia

Eulampius Frederick

“Saint Lucia is about to prepare its first Biennial Transparency Report, making the topics covered in the programme highly insightful, appropriate and applicable. The workshop sessions provided valuable insights on how to effectively communicate and persuade our data suppliers on the urgency of the data we need, as well as establish data-sharing agreements.”



Training for data-driven progress at the United Nations

The Secretary-General's Data Strategy emphasizes "data action that adds immediate value" to the United Nations' mission and to sustainable development. Data fosters evidence-based decision-making, enabling the United Nations to track progress, identify gaps, and optimize resources for improved programme efficiency.

To support data-driven progress, the UN Data Analytics Professional Certificate was created to equip personnel with vital data skills. This blended programme covers descriptive and predictive analytics relevant to the UN context, including topics like data preparation, visualization, and predictive modelling. It features self-paced lessons, webinars, UN case studies and on-the-job guided practice to ensure effective learning and application.

In 2024, 207 participants from 65 UN organizations across 58 duty stations completed the training; over 80 per cent of them indicated that they were equipped to apply their knowledge in the short term. Participants with backgrounds ranging from administrative roles to data analysis found the course highly relevant to their work.



Senior Advisor, Enterprise Risk Management,
Office of Internal Audit to the Office of the Director
of Administration, Pan American Health Organization
(PAHO/WHO)

José Roberto Alpizar

"The learning experience with UNSSC has been transformative, with several memorable aspects. The interactive and collaborative nature of the course, the inclusion of real-world case studies and practical exercises were major highlights. The hands-on activities enabled me to apply theoretical knowledge to concrete situations."



Harnessing data for peace

The Integrated Data Analytics for Sustaining Peace Boot Camp strengthens the United Nations' data-driven decision-making capacity in peace and security. UNSSC developed an online five-week course and a three- to four-day face-to-face course, focusing on improving data literacy, accessibility, transparency, and protection within UN operations. UNSSC also offers an intermediate-level course on Integrated Data Analytics for Conflict Prevention that teaches advanced data collection methodologies and data visualization.

These courses enabled participants to effectively utilize digital tools to gather data both offline (e.g., in communities) and online (e.g., through social media). As new technological advancements, especially Artificial Intelligence (AI), continue to influence peacebuilding and conflict resolution worldwide, these courses introduced various ways to leverage AI in data collection, analysis, and visualization.

Participants engaged with real-world peacebuilding issues, enabling them to develop and propose solutions while also addressing the ethical dilemmas surrounding the handling of sensitive datasets and information. This empowered them to better understand past trends, anticipate future risks, and present their findings through compelling storytelling techniques, supporting the UN's decision-making ability.



Chief of Staff, Office of the Special Envoy of the Secretary-General for Yemen

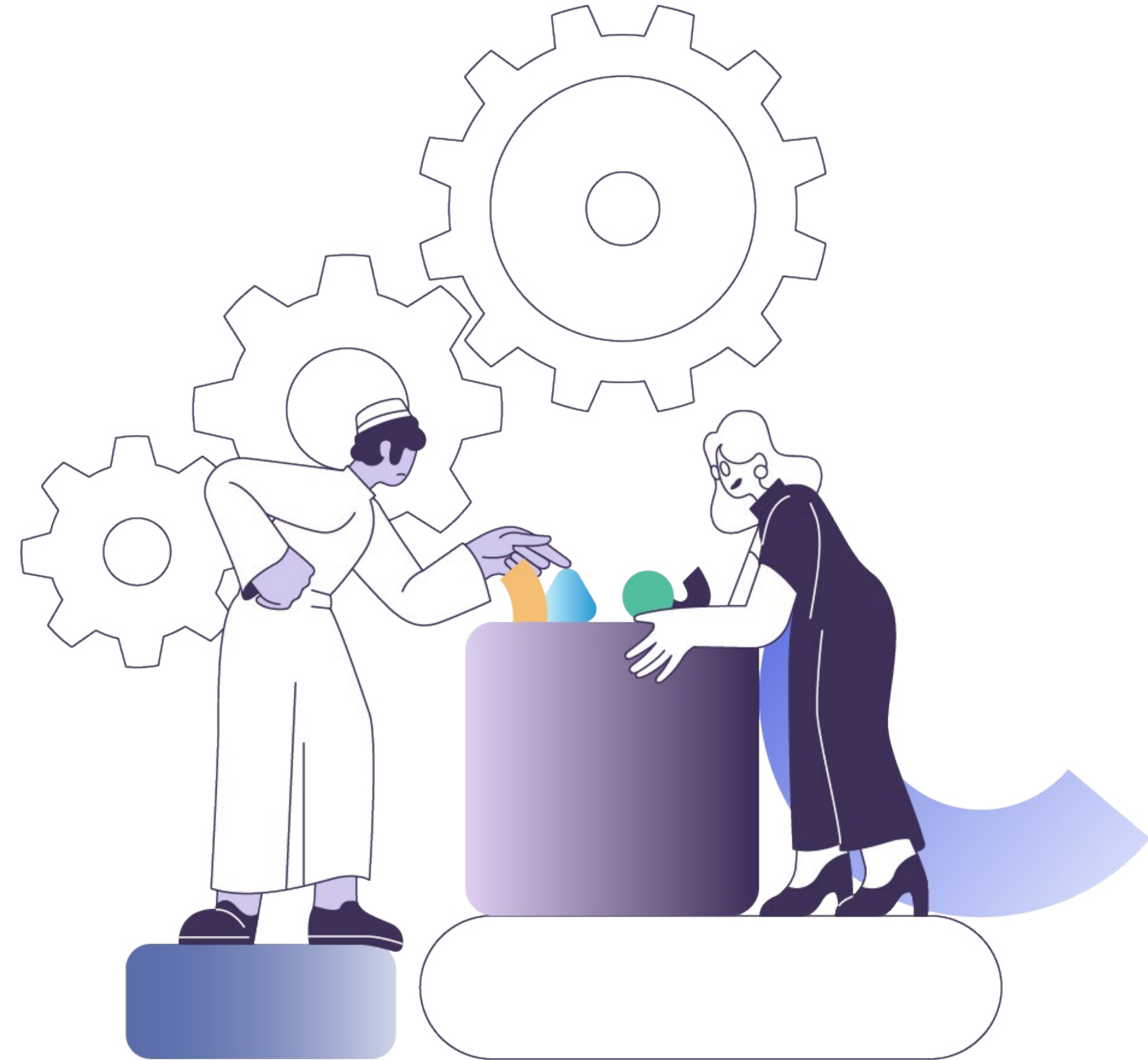
Katherine Reyes

“The data analytics course was tailored to meet the needs of the mission to enhance its planning and situational analysis in a changing environment. The course supported us to align our strategic analysis with the United Nations’ Quintet of Change capability focused on data. This has resulted in an emphasis on innovative ways to bring forward the mandate of the mission.”



Behavioural Science

Behavioural science is the study of human actions, decisions, and interactions, focusing on understanding the underlying psychological, social, and environmental factors that influence behaviour. In 2024, UNSSC improved the United Nations' capacity in behavioural science by offering tailored training and resources that apply behavioural insights to conflict sensitivity, promote sustainable lifestyles, and facilitate internal change management.



Applying behavioural science in change management

For UN 2.0 to become a reality, the United Nations must evolve—and that starts with people changing their behaviours. UNSSC's Change Management Clinics are hands-on learning programmes that provide the essential foundation for the behavioural shifts needed to shape the United Nations of the future.

In 2024, UNSSC facilitated a five-month interactive change clinic designed for six teams from the UN Secretariat. The clinic aimed to address specific change management challenges such as anti-racism, strategic workforce management, and performance management.

The programme focused on using behavioural science and change management principles to address various challenges. All six teams recognized the importance of thoroughly understanding their change challenges before rushing to solutions. Each team made measurable progress and appreciated the value of applying behavioural science principles to design higher-quality solutions and noted the efficiency gains from testing before implementation.



Senior Security Training Assistant, United Nations
Department for Safety and Security (UNDSS) Secretariat
Yarisa Walsh

“Participating in this change clinic was transformative for my understanding of how to look at challenges. The practical guidance and tailored insights also empowered me to navigate challenges and seize meaningful opportunities with confidence.”



Leveraging behavioural science for conflict sensitivity in UN programming

Conflict sensitivity involves raising awareness of conflict dynamics among UN entities that provide development and humanitarian assistance and support political processes. The goal is to minimize the risk that these activities might exacerbate conflict dynamics, thereby hindering countries' progress toward achieving the Sustainable Development Goals. A conflict-sensitive approach not only minimizes harm but also strengthens social cohesion and promotes sustainable peace.

In 2024, UNSSC continued to advance UN 2.0's emphasis on behavioural science through learning initiatives on conflict sensitivity. By improving practitioners' abilities to assess operational contexts and understand how interventions interact with local dynamics, they can adapt their approaches accordingly.

Our global and contextualized tailored conflict sensitivity training courses, both online and in-person, reached over 800 participants, reflecting a growing demand within the field. Additionally, UNSSC expanded in-person training efforts by conducting conflict sensitivity workshops in Burkina Faso, Mauritania, and Niger, where we trained more than 100 peace practitioners.

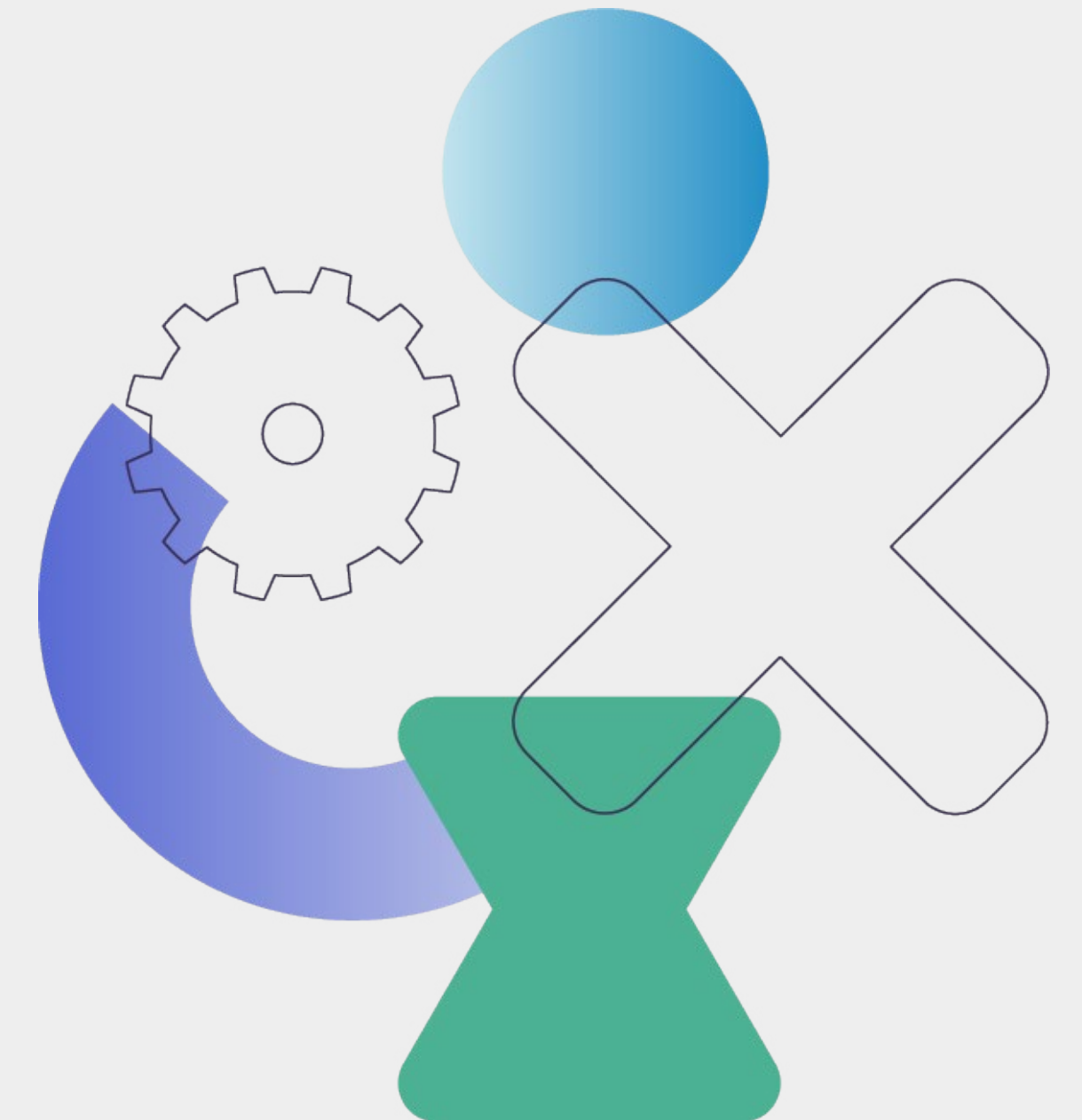
UNSSC is directly enhancing the capacity of UN personnel to integrate conflict sensitivity into their work. It also systematically maps and documents best practices across the UN system, allowing for the development of resources and tools tailored to real-world needs. This drives meaningful change in how the UN approaches conflict-sensitive programming.



UNHCR Shelter Cluster Coordinator, Sudan

Andriana Marcela Duran Gamba

"This course allowed me to explore the concepts of conflict sensitivity in greater depth, increasing my understanding of its components across the programmatic cycle. It also encouraged an open mindset and adaptability during programme implementation."



Making sustainable lifestyle choices fun and engaging for all

In a world stretched thin by resource scarcity and facing the threats of global biodiversity loss and climate change, our lifestyle choices are putting the planet at risk. Sustainable living involves understanding how our decisions affect the environment and finding ways for everyone to live in a more responsible and lighter manner.

The My Sustainable Lifestyles Challenge is a unique, gamified initiative designed to bridge the intention–action gap in learning through the use of behavioural science. The challenge features weekly action tasks, micro-learning modules, games, quizzes, and positive reinforcement to guide participants on a journey of exploration of their daily habits and behaviours. It encourages the practice of sustainable choices and facilitates meaningful behaviour change.

By the end of 2024, over 3,500 participants had engaged with the challenge in four languages: English, French, Russian and Spanish. Not only did participants actively engage during the challenge, but they also shared their experiences widely on social media, highlighting the positive impact the challenge had on their lifestyle choices.



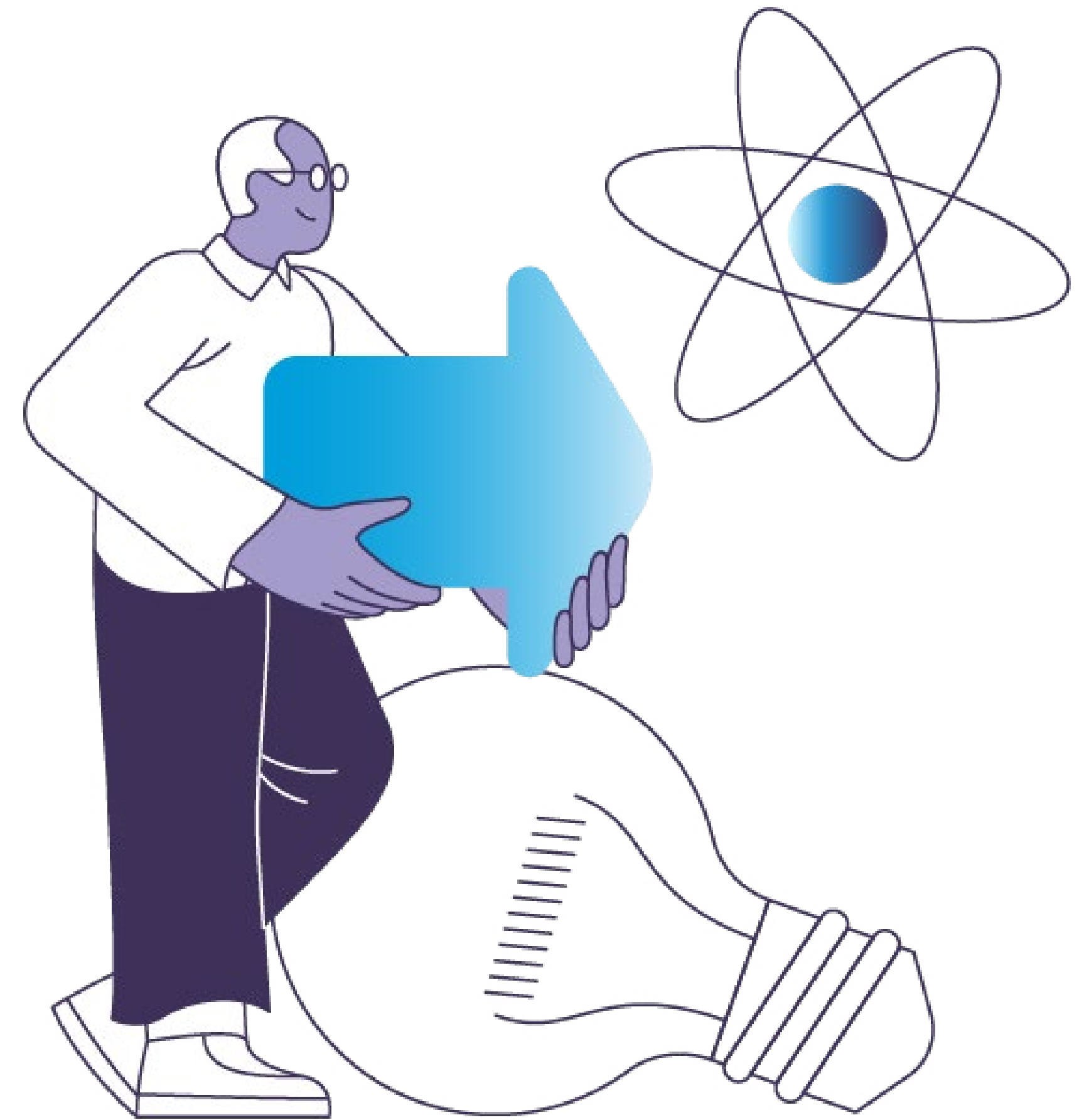
MSc Student, Université Abou Moumoni, Niger

Mamadou Diacouri

“Over the past six weeks, I have deepened my understanding of sustainable living practices and how to contribute towards environmentally friendly and inclusive economies. Special congratulations to my team, “Les Pionniers Verts” for being recognized as champions for weeks 3,4,5, and 6. It has been an incredible journey of learning and collaboration, and I am excited to continue promoting sustainable solutions in my work and community.”

Innovation

Innovation involves learning how to generate, test, and scale up new ideas. UNSSC is committed to developing learning programmes specifically designed to foster innovation across the UN system and its wide array of partners. These programmes ensure that people are well-equipped to advance the goals of the 2030 Agenda. This time-tested approach has contributed to building the capacity of teams to effectively navigate and respond to a rapidly changing context.



Promoting innovation across the UN system

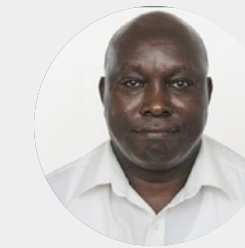
Innovation means turning challenges into opportunities to develop solutions that create lasting benefits for both people and the planet. To nurture innovation and foster a culture of creativity, it is essential to equip individuals with the right tools and frameworks to drive meaningful change.

The UN System Innovation Springboard Programme is UNSSC's flagship initiative for developing hands-on innovation skills. Grounded in the UN Innovation Toolkit—endorsed by the Chief Executives Board for Coordination—this programme provides a practical, step-by-step blueprint for planning and facilitating innovation across roles and functions.

The programme breaks innovation down into actionable steps, from testing and experimentation to iteration and learning loops, and from effective communication to

securing buy-in. By equipping participants with essential innovation skills, the programme supports the Secretary-General's call to “do things differently and do different things.”

In 2024, participants engaged in hands-on learning, with UN personnel identifying and refining innovation projects that were specific to their areas of work. Participants leveraged insights from webinars, peer coaching, forum discussions, and curated readings to incorporate innovation methodologies into their work. Notably, 95 per cent of participants recommended the programme for its relevance and value, highlighting its effectiveness in enhancing their ability to innovate within the UN system.



UNHCR Field Security Officer, Sub-Office, Mazar-I-Sharif, Afghanistan

Richard Koros

This programme enhanced my ability to innovate security solutions, and strengthened my storytelling and pitching skills, enabling me to effectively communicate ideas and gain buy-in from senior managers. I expect to have a profound impact on my security work, specifically on how I will develop security strategies, manage security threats, mitigate risks, and implement security solutions to enhance UNHCR's security posture and resilience commitment to stay and deliver in high-risk, volatile, and most challenging security environments globally. I highly recommend it to my colleagues who are looking to drive meaningful and sustainable change.

Innovation in support of land conservation

Land is an essential natural resource, and conserving land is our shared responsibility. The land restoration agenda is a cornerstone of sustainable development, contributing to food security, climate resilience, and biodiversity. Creating innovative ways to engage stakeholders in land restoration is essential not only to enhance awareness and understanding of land issues but also to empower diverse groups to contribute actively to conservation efforts. Engaging parliamentarians in this vital endeavour is crucial for advancing effective policies, robust legislation, and comprehensive national implementation strategies that promote sustainable land management and restoration efforts.

The Global Changemaker Academy for Parliamentarians (G-CAP), in collaboration with the G20 Global Land Initiative at the United Nations Convention to Combat Desertification,

is an innovative platform that brings together national parliamentarians in support of the land restoration agenda. Through a variety of masterclasses, workshops and immersive learning experiences, the programme helps lawmakers craft and support more effective legislation at the national level, fostering innovative policymaking for land restoration.

By the end of 2024, G-CAP had trained nearly 60 lawmakers from around the globe, achieving a satisfaction rating of 5.5 out of 6. Participants gained skills to enact land sustainability policies, advancing both national and global conservation goals.



Hon. Member of Parliament, St. Vincent and the Grenadines

Dwight Fitz-Gerald Bramble

“I think this initiative by UNSSC is quite innovative, bringing politicians and technocrats together to address critical issues of land management. It allows for networking, sharing ideas globally, and reflecting deeply on critical issues beyond the day-to-day politics of our jurisdictions. G-CAP provides a platform to think critically and act meaningfully on pressing concerns. I'd encourage more parliamentarians to participate.”



Culture

UNSSC promotes a forward-thinking culture in the United Nations by developing tailored learning programmes that empower stakeholders to embrace innovation and tackle sustainable development challenges. In 2024, the Staff College played a key role in fostering positive leadership through inclusive learning opportunities. The Learning Managers Forum and the Blue Line platform emphasize continuous learning, while initiatives like youth participation in disarmament and the Nelson Mandela Project for Change highlight UNSSC's commitment to a more equitable world.



Cultivating an effective leadership culture across the UN system

To enhance the United Nations' mandate and achieve the 2030 Agenda, it is essential to cultivate a leadership culture that emphasizes collaboration, inclusivity, transparency, and efficiency. As outlined in the United Nations System Leadership Framework, this culture should empower diverse perspectives to drive decision-making, focusing on accountability and adaptive strategies. In this way, teams are enabled to respond effectively to global challenges, promoting shared values and goals while minimizing costs. Leadership qualities can be embedded in all areas of work of the UN system, at all levels and in all functions and locations. Targeted training and continuous learning are crucial for cultivating this culture. In 2024, UNSSC offered several initiatives tailored to various leadership and management levels within the UN system.

The UNHCR Leadership Culture Assessment, conducted in collaboration with McKinsey & Company, examined the cultural dynamics of nine internal organizational units and engaged over 50 teams to identify strengths and areas for improvement. UNSSC also trained facilitators in English, French, and Spanish to facilitate discussions leading to actionable solutions.

UNSSC's flagship UN Leaders Programme benefited 63 directors from the UN Secretariat through expert discussions, leadership assessments, and executive coaching offered in blended and online formats.

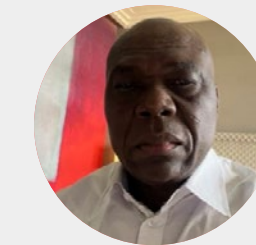
The UN Country Team Leadership Course trained 64 leaders from 11 UN agencies, enhancing their strategic communication and negotiation skills. Impressively, 99 per



WHO representative for Liberia

Clement Lugala Peter

"I encourage all colleagues from all our organizations to attend because it improves your leadership skills, it improves your communication, and importantly, it brings an added value. The fact that all of us, as colleagues from the UN agencies, are able to sit and discuss together and address the UN issues as one, is really a strength. I've gained a lot from these five days, and it is my hope that UN colleagues will continue to benefit from this training."



Principal Security Advisor, UNDSS

Nathan Danquah

"The UN Leaders Programme is the best leadership programme that I have attended in over 25 years in the United Nations. It is well adapted to our daily experience, and credit must be given to the diligent facilitators' and the resource persons' humility and knowledge. Thanks to the smooth and effective communication styles of the team and facilitators, I learned a lot from other experienced colleagues and was also able to bring my own experiences to bear. The DiSC assessment was outstanding, and I will forever cherish the balcony."

cent of participants indicated their intention to apply their learning to achieve sustainable development results. The Emerging Leadership and Career Booster Programme for Finnish and Swedish Junior Professional Officers (JPOs) equipped 45 JPOs with essential skills and tools to fulfil their role as JPOs, and to navigate their career paths while adapting to emerging system-related challenges. This programme emphasized career management, networking, collaborative leadership, and peer-to-peer learning and networking.

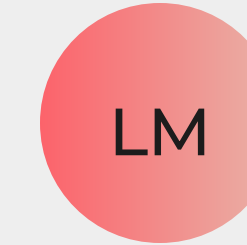
Investing in these training initiatives is vital to fostering a strong leadership culture within the United Nations, ensuring that the organization remains innovative and effective in addressing global challenges.



Senior Change Management Advisor, Organizational Development & Culture, UNHCR

Daphne Moench

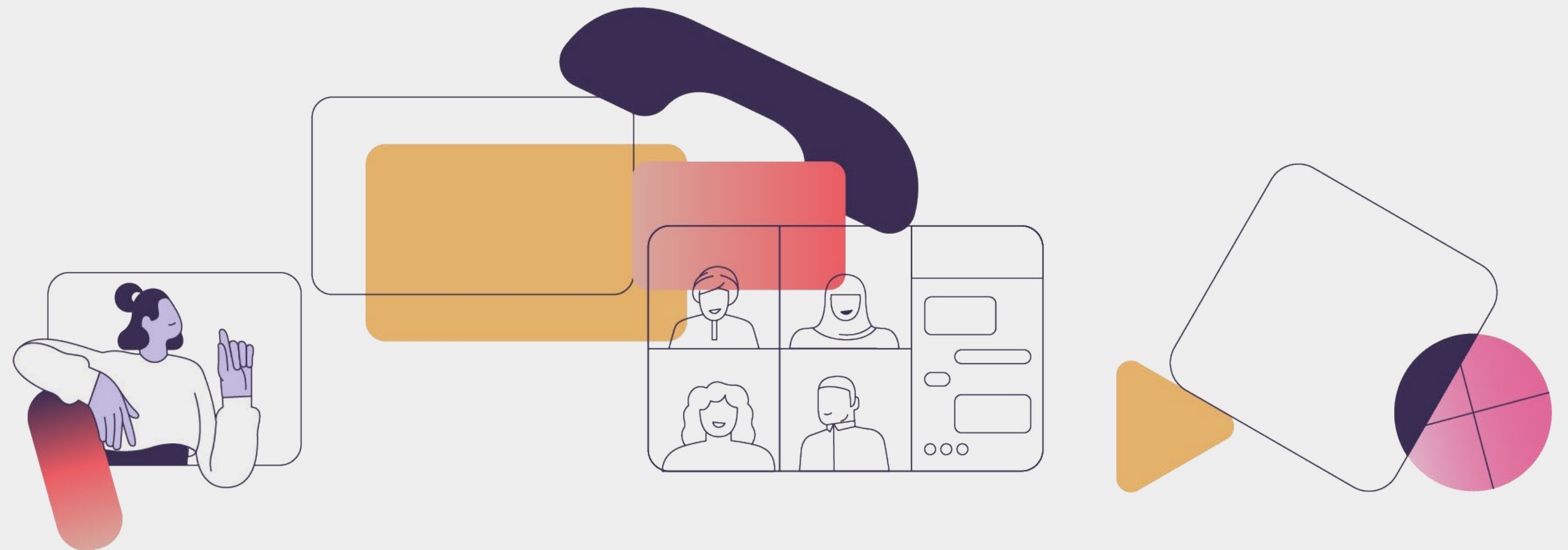
“With care and dedication, the UNSSC, together with McKinsey, ran the assessment, debriefed us on the results, and trained facilitators to work with each team. This cannot be rushed and requires patience to engage everyone across all levels. To date, culture champions from operations, the regional bureau and a division are experimenting with taking action on the issues identified.”



Partnerships and Engagement Specialist, UNDP

Luisa Monse

“The training is an incredible investment. I firmly believe that several JPOs who would otherwise leave the UN system feel more empowered and motivated to pursue a UN career after the training. I also feel incredibly privileged to have had the chance to reflect on my career, life and future during a whole week together with peers in similar situations. After the training, I have much more clarity on what I want and how to get there.”



Driving efficiencies through a common learning culture

Continuous learning is essential for UN personnel to effectively address evolving global challenges and implement innovative solutions in a rapidly changing world. Learning enables the people of the UN system to enhance their professional skills, cross-cultural competencies, and leadership and management capabilities, ensuring that they can navigate complex international environments and drive impactful change. By fostering a culture of lifelong learning and connecting learners and learning practitioners across the system, UNSSC strengthens institutional resilience, promotes efficiency, and advances the United Nations' commitment to sustainable development and global peace. It does this through the Blue Line, a major UN-wide digital learning platform, and by hosting the Learning Managers' Forum, a network of key system-wide champions who drive learning within their organizations. These two large-scale initiatives bolster a common learning culture within the UN system.

The Blue Line is an online learning hub created to equip all UN personnel with personalized and self-directed learning opportunities. With more than 55,000 learners, (17,000 of

whom joined in 2024), the Blue line reaches 60 per cent of personnel across the UN system. Fourteen UN agencies have ensured that all their personnel have unrestricted access to critical learning resources through the corporate subscription model. Beyond the core offerings, agencies can integrate thematic learning paths to further align professional development with strategic priorities. The tailored programmes improve digital fluency, analytical skills, and agility, helping UN personnel at all levels to create sustainable impact and address emerging challenges effectively.

The Learning Managers' Forum connects learning practitioners from across the UN system to explore key topics and support a culture that values professional development. In 2024, the forum focused on UN 2.0 and how the learning function can enhance the Quintet of Change, covering behavioural science for impactful learning experiences, strategic foresight for future learning initiatives, and adaptive leadership to foster a culture of curiosity and to promote, agility and a growth mindset. Virtual sessions also addressed data-related issues, including using dashboards for learning evaluation and integrating AI into learning design.

PSV

Senior Programme Officer, Food and Agriculture
Organization of the United Nations (FAO)

Parvina Sadieva Viana

"With self-paced learning [of the Blue Line], I was concerned that it might feel lonely. It turned out to be a completely different experience—my network expanded. I enjoyed participating in the discussion forums, where we reflected on the content of each module. These exchanges enriched the learning resources and provided opportunities for experience-sharing and knowledge-sharing. In the United Nations, we are spread across different duty stations, locations, and contexts, and everyone brings a unique perspective to the same subject."

GT

Learning Manager, UN Women

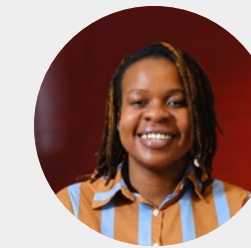
Gabriel Tuan

"This forum has been a long standing and invaluable network for the learning community for over 25 years. As one of the "oldest" members, from my first in-person forum in Geneva in 2003 to most recently in Turin, it has provided a crucial space for building networks, exploring new practices, learning different methodologies, and sharing initiatives. During this time, one of the most positive evolutions I have seen is that the forum has become not just a place for learning managers to come together but has emerged as a place where the entire UN learning community is an open, thriving virtual community where a request, need, or connection is responded to within minutes. I am thankful and happy to be a part of this community, which continues to play a pivotal role in supporting learning for the entire UN community as we strive to fulfil our global mandate to create a better world for all."

Co-creating intergenerational learning solutions for global disarmament

UN 2.0 calls for a forward-thinking culture that values agility, learning, and curiosity. The ambition is to cultivate a United Nations environment that promotes global diversity, inclusion, human rights, youth empowerment, and environmental sustainability, grounded in firm commitment to integrity, humility, and humanity. UNSSC supports this approach inter alia by promoting the meaningful inclusion of young people. In 2024, UNSSC partnered with the United Nations Office for Disarmament Affairs (UNODA) to design and deliver interactive online skills-building workshops focused on leadership, negotiation, and future thinking for 100 young leaders across the world. Recognizing that young people are not merely recipients of knowledge but

also co-creators, UNSSC worked alongside both senior and young experts. This intergenerational exchange ensures that knowledge is not only transferred but also co-designed, shared, and applied. A key feature of the programme was the action-planning exercise, in which participants developed strategies to implement disarmament initiatives in their own communities. This hands-on approach reinforces youth ownership, accountability, and commitment, aligning with UNSSC's role in managing knowledge for long-term impact.



Deputy CEO, Strategic Partnership and Development at
Asante Africa Foundation

Wevyn Muganda

"In co-creating the leadership session workshop, I was honoured to collaborate with UNSSC experts, from whom I learned more about leadership theories and approaches. I expanded my network by engaging with youth leaders from across the world, learning from their initiatives and experiences. By encouraging intergenerational dialogue, spaces are created for mutual learning where youth can benefit from established experts and vice versa. This exchange of knowledge and experiences nurtures a culture of continuous learning, empowering youth leaders and bridging the knowledge gap between different generations."

Preparing a new generation of leaders: The Nelson Mandela Project for Social Change

The world stands at a critical juncture, yearning for transformative and systemic leadership that is not only values-driven but also resonates across different demographics and age groups. In this ever-evolving landscape, there is a pressing need for diverse and adaptable leaders—individuals who are not only prepared but also eager to embrace complexity and context, foster South–South and South–North learning, and act as brokers who are able to catalyze diverse perspectives. With the objective of creating and fostering a new generation of social change-makers, in 2024, UNSSC partnered with seven universities to establish the Nelson Mandela Project for Social Change. Anchored in the legacy of President Nelson Mandela, the project is inspired by his core values of dialogue, resilience, and empathy to foster a new generation of leaders.

Global in scope yet rooted in regional contexts, the project aims for widespread impact while addressing local needs. Each of the partnering universities offers a particular perspective to the project, as well as specialized topics. For example: the American University in Beirut (Lebanon) focuses on social movements and the reimagining of global civilization; Austral University (Argentina) on geopolitics of

cities and inequality; the City College of New York (USA) on leadership diversification and racial justice; IE University (Spain) on evolving global governance paradigms and futures thinking; the Kalinga Institute of Industrial Technology (India) on social entrepreneurship and culture diplomacy; the Lee Kuan Yew School of Public Policy (Singapore) on urban climate adaptation and digital transformation; and the University of Cape Town (South Africa) on social change and regional integration.

These seven institutions represent diverse regions across the globe, fostering an enriching exchange of perspectives, knowledge, paradigms, and priorities. Through various workshops and discussions, the partners defined the project's objectives and the activities to be developed, including leadership dialogues and the Global Academy of Social Change set to launch in 2025. The academy will consist of participants with a track record in social innovation and sustainable development. The annual semi-academic programme will be conducted online, featuring classes and workshops, and will conclude with an in-person gathering at a participating university.



Vice Dean (Executive Education), Lee Kuan Yew School of Public Policy

Francesco Mancini

“What excites me about this project is to be able to contribute to the learning and the understanding of this world, but also to equip young generations to deal with its challenges.”

Gender Equality

In March 2024, the UN Secretary-General launched the UN System-Wide Gender Equality Acceleration Plan as a flagship initiative to accelerate progress on gender equality across the UN system, setting out commitments to achieve a much-needed internal UN transformation. In 2024, UNSSC contributed to promoting gender equality and women's empowerment across the system.



Providing transformative leadership learning spaces for women in the United Nations

Senior women leaders in the United Nations need dedicated learning and training programmes to enhance their leadership skills, foster empowerment, and navigate the unique challenges they face in promoting gender equality and transformational change within the organization.

In 2024, 161 participants completed our flagship programme, Leadership, Women and the UN, for leaders at the P4-P5 levels. The core aim of the programme is to foster an alignment between leadership values and aspirations, while promoting a culture of gender equality, empowerment, and transformation in line with UN 2.0.

The curriculum is comprehensive and dynamic, featuring interactive learning methods alongside input from expert faculty and coaches. Participants developed enhanced self-awareness and aligned their leadership efforts with their

aspirations. They thoughtfully adopted various leadership approaches in their daily practices to better manage the challenges and opportunities women face in leadership roles.

Additionally, participants demonstrated strengthened skills in effective communication, negotiation, and influencing in transformative leadership to unlock their potential and that of their teams.

Ninety-five per cent of participants said they would recommend the programme to a colleague, and it received an average rating of 5.5 out of 6 for relevance and practicality. In the spirit of collective learning, the programme nurtures and convenes a vibrant global alumni community of over 1,000 women leaders.



Team Lead, Nutrition and Food Safety, WHO

Laetitia Ouedraogo Nikiema

“Overall, the programme has been a pivotal experience in my career. It has equipped me with enhanced leadership skills, more vital self-awareness, and a clear path for future development. My experience has been nothing short of transformative. This programme has provided invaluable insights and tools. I am deeply grateful for the opportunity, and I look forward to continuing to apply the skills and insights I have gained in my professional journey. Thank you to the wonderful team.”

Building capacity for inclusive development

A human rights-based approach, along with a focus on gender equality and women's empowerment, is essential for UN personnel as it ensures that development initiatives are designed in an inclusive manner, respectful of the rights of all individuals. By prioritizing these principles, UN personnel can effectively address disparities, empower marginalized groups, and contribute to sustainable development that leaves no one behind.

Collaboratively developed with UN Women, the United Nations International Children's Emergency Fund (UNICEF), the Office of the High Commissioner for Human Rights (OHCHR), the International Labour Organization (ILO), and the Executive Office of the Secretary-General, this Human Rights-Based Approach, Gender Equality, and Women's Empowerment Programme enhances the capacity of UN personnel to incorporate gender and human rights principles into the UN Sustainable Development Cooperation Framework (UNSDCF), the core instrument for providing a coherent, strategic direction for UN development activities by all UN entities at country level.

The programme provided staff with essential tools and considerations for mainstreaming gender equality across UN inter-agency country programmes. This includes the importance of collecting disaggregated data to highlight the situations faced by women and girls and utilizing the UNCT-SWAP Gender Equality Scorecard for reporting.

The course features real-world examples of how these methods have been successfully applied in the design and implementation of the UNSDCF in countries such as Albania, Argentina and Zimbabwe.

The programme reached 132 participants from 52 countries, achieving a 99 per cent recommendation rate. It equipped UN personnel with critical tools and practical resources to ensure that development efforts reflect gender equality principles and leave no one behind.

AS

Sexual Health & Reproductive Officer, UNFPA, Paraguay

Adriane Salinas

"This course gives us the tools and contributes to the development of the skills needed to think outside the box, so that it is feasible to incorporate the human rights, gender and "leave no one behind" approach in our work."

Ensuring the rights of women in peacekeeping

Integrating the WPS agenda and institutionalizing gender-equality approaches within the military sector are crucial to ensuring that women's priorities, needs, and rights are central to peacekeeping operations. In 2024, UNSSC conducted an in-person training-of-trainers programme on WPS for gender advisers, gender focal points, and selected representatives from the Royal Armed Forces of Morocco, the Republic of Sierra Leone Armed Forces and Gendarmerie, and the Armed Forces of Senegal.

The programme built a pool of skilled facilitators who possess a strong understanding of the WPS agenda. These facilitators are now equipped to share their knowledge about WPS, promote engagement with the agenda, and identify opportunities for its operationalization.

The 16 trained facilitators now act as “multipliers”, disseminating their knowledge and skills to broader audiences, thus strengthening local and regional capacities to implement WPS principles effectively.



Head of Office, UN Women Morocco

Myriem Ouchen Noussairi

“A unique and groundbreaking partnership has been established between UN Women and the Royal Armed Forces of Morocco, exemplifying a shared commitment to advancing the WPS agenda. This programme leveraged the expertise, innovative approach, and adult-learning techniques of UNSSC in delivering a tailor-made solution to reinforce gender equality and appropriation of the WPS agenda within the military sector. Through this partnership, the integration of the WPS agenda component in the army's Gender Equity and Women Empowerment curricula was enhanced and the implementation of the NAP on UNSCR1325 informed/ The two pools of participants trained were fully equipped to fulfill their mission to train and support peacekeeping officers.”

UNSSC's internal commitment to gender equality and women's empowerment

UNSSC is dedicated to advancing gender equality and women's empowerment through gender-responsive leadership, accountability, and systematic gender mainstreaming in its activities. By implementing initiatives like a "gender equality marker" system and promoting gender parity, UNSSC fosters an enabling culture to meet global commitments and uphold human rights.

Since the introduction of the UN System-wide Action Plan on Gender Equality and the Empowerment of Women in 2012, UNSSC has successfully reported on performance indicators, and it supports the Gender Equality Acceleration Plan. Guided by a comprehensive gender equality strategy and integrated into the Strategic Planning Framework 2023–

2030, UNSSC plays a vital role in facilitating learning and knowledge management for gender equality and women's empowerment globally.

Overall, UNSSC is committed to reinforcing efforts to ensure that women's rights and empowerment are central to its mission, especially during a time of global backsliding in women's and girls' rights.



College at a Glance



UNSSC at a glance

Since 2002, our unwavering dedication has fueled our mission to deliver exceptional learning programmes that empower individuals, teams and organizations with the skills and knowledge to advance UN 2.0 and other key global priorities. Our institution remains adaptable and dynamic, continually reimagining our methods to meet the evolving learning needs of our stakeholders in a cost-efficient manner.



2024 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.



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Courtenay Rattray

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Maaïke Jansen

Secretary of CEB and Director of the CEB Secretariat



FINANCIAL REPORT*

EXPENDITURE BY YEAR

(UNITED STATES DOLLARS)

	2024	2023
Salaries and other personnel costs	17,058,271	15,226,693
Travel	905,760	758,580
Contractual services	34,065	31,287
Operating expenses	3,570,991	3,550,738
Total	21,569,087	19,567,298

*The figures in this financial report have yet to be audited and certified.

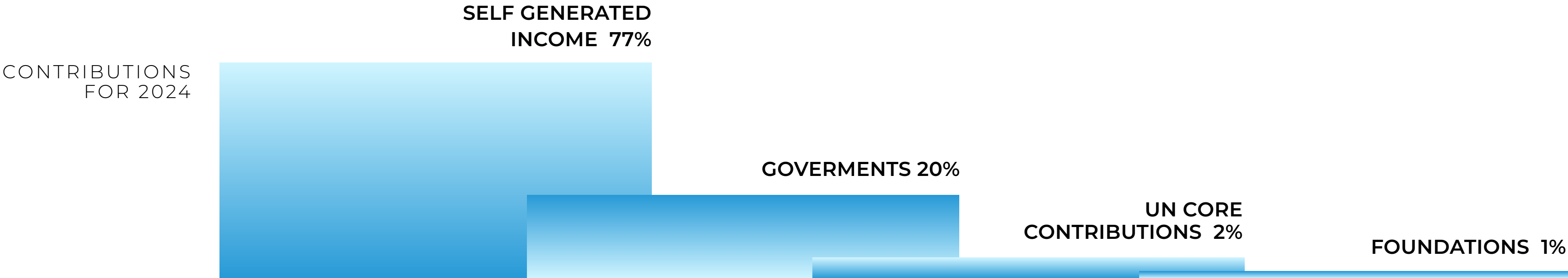


FINANCIAL REPORT*

CONTRIBUTIONS

(UNITED STATES DOLLARS)

	2024	2023
Foundations	106,581	267,666
UN Core Contributions	508,000	508,000
Self-Generated Income	15,470,519	16,437,399
Governments	4,109,051	4,392,415
Total	20,194,152	21,605,480



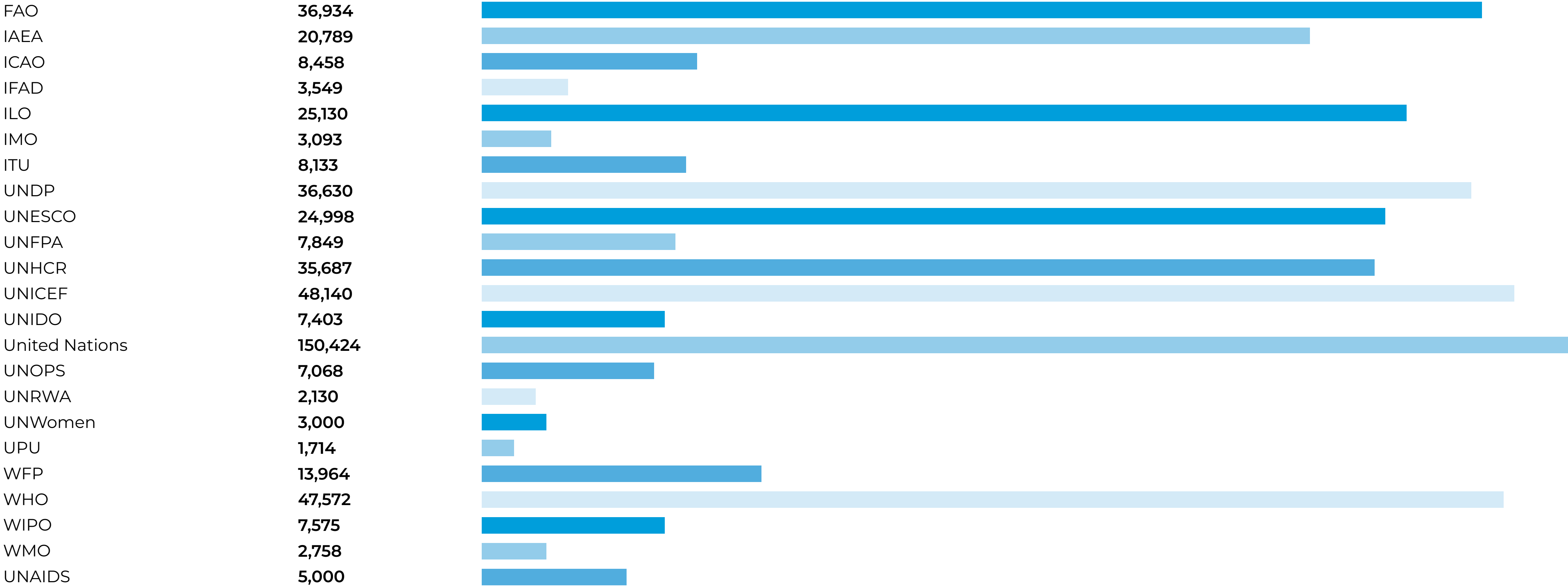
*The figures in this financial report have yet to be audited and certified.

FINANCIAL REPORT*

CORE CONTRIBUTIONS FROM UN ORGANIZATIONS

(UNITED STATES DOLLARS)

2024 total: \$508,000



*The figures in this financial report have yet to be audited and certified.



FINANCIAL REPORT*

STATEMENT OF FINANCIAL POSITION

(THOUSANDS OF UNITED STATES DOLLARS)

2024

2023

ASSETS

CURRENT ASSETS

Cash and cash equivalents	6,430	3,743
Investments	13,496	14,982
Assessed contributions receivable	—	—
Voluntary contributions receivable	37	170
Other receivables	1,978	2,314
Advance transfers	143	193
Inventories	—	—
Other assets	3,477	9,015
Total Current Assets	25,560	30,419

NON-CURRENT ASSETS

Investments	23,470	16,392
Advance transfers	—	—
Property, plant and equipment	21	42
Intangibles	—	—
Other assets	—	—
Total Non-current Assets	23,491	16,434
Total Assets	49,051	46,852

*The figures in this financial report have yet to be audited and certified.

FINANCIAL REPORT*

STATEMENT OF FINANCIAL POSITION

(THOUSANDS OF UNITED STATES DOLLARS)

2024**2023****LIABILITIES**

CURRENT LIABILITIES

Accounts payable and accrued payables

398

556

Employee benefit liabilities

456

469

Advance receipts

4,944

5,161

Other liabilities

—

—

Total current liabilities**5,798**

6,187

NON-CURRENT LIABILITIES

Employee benefit liabilities

19,527

17,188

Other liabilities

—

—

Total non-current liabilities**19,527**

17,188

Total Liabilities**25,325****23,374**

NET ASSETS

Operational reserve *

14,245

Accumulated surplus

9,481

23,478

Total Net Assets**23,726**

23,478

Total Liabilities and Net Assets**49,051****46,852**

*The figures in this financial report have yet to be audited and certified.

FINANCIAL REPORT*

STATEMENT OF FINANCIAL PERFORMANCE

(THOUSANDS OF UNITED STATES DOLLARS)

2024**2023****REVENUE**

Voluntary contributions	4,724	5,168
Other transfers	-	-
Investment revenue	1,621	1,011
Other exchange revenue	15,471	16,437
Other revenue	4	19
Total Revenue	21,819	22,635

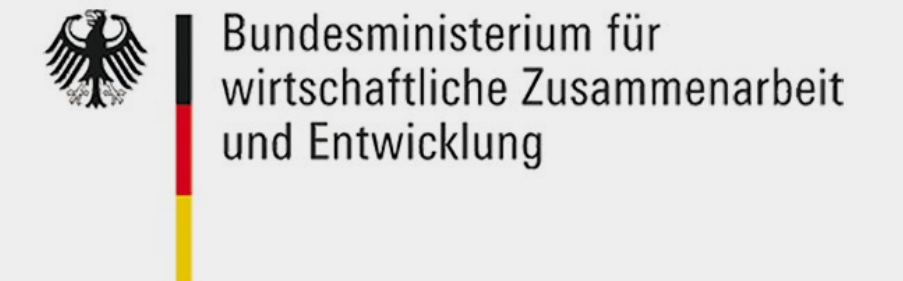
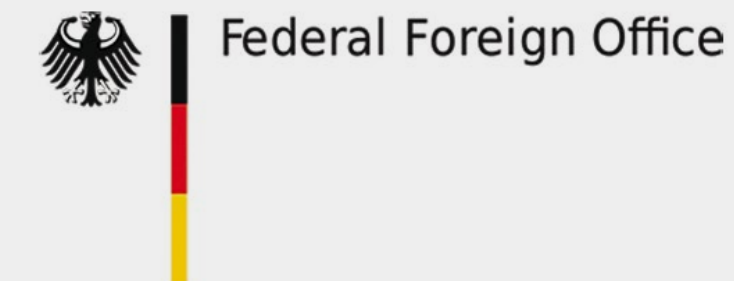
EXPENSES

Employee salaries, allowances and benefits	11,206	9,079
Non-employee compensation and allowances	5,853	6,148
Grants and other transfers	—	—
Supplies and consumables	—	—
Depreciation	20	20
Other contracted services	34	31
Travel	906	759
Other operating expenses	3,551	3,531
Finance costs	—	—
Other expenses	—	—
Total Expenses	21,569	19,567
Surplus/(deficit) for the year	250	3,068

*The figures in this financial report have yet to be audited and certified.

Special thanks to our key donors

We are incredibly grateful for the continuing support of our key donors. As the host government of our main campus and headquarters, Italy provided essential funding that enabled UNSSC to expand and better deliver on its mandate. Germany's contributions continue to play a pivotal role for the UNSSC Knowledge Centre in Bonn, facilitating its expansion and enhancing operations within the area of sustainable development. The Turin-based Compagnia di San Paolo Foundation has been a strong supporter, ally and partner. The results achieved in 2024 would not have been possible without the support of our key donors and partners.



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