Annual Administrative Report
2018
Every year I am reminded that working in Dag Hammarskjöld’s name is not only an honour but an unending source of inspiration. By building on his enduring values and life’s work, the Foundation continues to play a unique role in the multilateral system’s efforts to ensure sustainable peace and development.

In 2018, the Foundation’s engagement encompassed 15 projects with over 60 different activities, ranging in diversity and size from seminars with local peacebuilders in Bogotá over experts on UN financing in New York to UN Secretary-General António Guterres’s Dag Hammarskjöld lecture in Uppsala. We also produced influential publications, such as our annual report on financing the UN Development System, which continues to be an important tool for decision-makers and practitioners to understand the complex picture of UN financing. We have convened and facilitated over 40 meetings, events, seminars and consultations, and continued our international training programme in dialogue and mediation.

In addition to being a productive year, 2018 also marked the beginning of the implementation period for our new strategic framework (2018–2020). This is the first Annual Report that presents the application of this framework which focuses the Foundation’s work in four thematic areas (see pages 6–17).

The Foundation received SEK 22,000,000 from the Swedish Ministry for Foreign Affairs during the year for its programmatic work and a new results framework will assist in tracking progress towards planned objectives in terms of activities and costs.

The pages that follow provide a synthesis of the Foundation’s work in 2018, offering details on implementation and highlighting some of our achievements. It was a year where the world continued to face further scepticism and mistrust in global governance and solutions, and as a result we find our mission to be more crucial than ever. In his time Dag Hammarskjöld acted as a beacon for international diplomacy and dialogue, and while the Foundation cannot replicate his sphere of influence we hope that, drawing on his legacy, we can be a useful platform for renewed thinking and action.

Henrik Hammargren,
Executive Director,
Dag Hammarskjöld Foundation
I. Purpose, Governance, Funding and Audit

The Dag Hammarskjöld Foundation (hereinafter the Foundation), Organisation Registration Number 902000-7630, has its registered seat in Uppsala. The Foundation is autonomous, non-governmental and non-grant-giving and was established by the Swedish government following an initiative by the Parliament (Riksdagen). The Statutes of the Foundation were endorsed 2 March 1962 and revised on 8 November 1968. The Foundation has, in accordance with the Statutes, its office at Dag Hammarskjöld Centre, Övre Slottsgatan 2, Uppsala, Sweden.

The governance of the Foundation rests with a Board of Trustees (hereinafter the Board). The Secretary-General of the United Nations, Uppsala University, the Association of Swedish Higher Education, the Swedish Ministry for Foreign Affairs and the Hammarskjöld family each nominate one Board member. The Board appoints members by co-option and elects the Chair of the Board. The Board consists of nine members. The Board adheres to the Foundation’s directives according to the Statutes and the Working Procedures. The Board held two meetings in 2018; 20 April (annual meeting) and 26 October.

Chair of the Board is Ruth Jacoby. In April 2018, Professor Erik Melander of Uppsala University was elected new Board member, replacing Professor Li Bennich-Björkman who asked to resign from the Board. Board member Margareta Wahlström resigned from, and retired as Chair of the Board in October 2018, when Ruth Jacoby was elected new Chair. One seat was vacant at the end of the year.

An Executive Director (ED) leads the operations of the Foundation. The ED is mandated to plan, implement and follow-up on operations as decided by the Board, summarised in annual work programmes based on the three-year Strategic Framework for the period 2018–2020. Since February 2015, Henrik Hammargren has held the position of ED.

The Foundation receives its main funding through a contribution from the UN Policy Department at the Swedish Ministry for Foreign Affairs (hereinafter the MFA), in accordance the governmental letter of appropriation for the financial year of 2018 (Styrelsen för internationellt utvecklingssamarbete, utgiftsområde 7 - Internationellt bistånd, anslag 1:1, ap.31 Multilaterala och internationella organisationer och fonder).

The funding is regulated through an agreement between the MFA UN Policy Department and the Foundation. The financing obtained in 2018, was the first annual instalment of the three-year agreement for the period 2018–2020. The Foundation and the MFA meet every six months, in accordance with the agreement, to monitor and adjust operations.

In accordance with the Statutes, the Government shall appoint the Foundation’s auditor. The Government has appointed Karin François, authorised auditor, KPMG AB, as auditor of the Foundation from 15 March 2018 until 31 December 2020.
II. Strategic Framework 2018-2020 and Annual Work Programme

According to the Statutes, the Board shall consider and approve the Annual Work Programme and budget of the Foundation. This Annual Report reviews the implementation of the Foundation’s activities, as identified in the Strategic Framework 2018-2020 and the 2018 Annual Work Programme.

At its Board meeting on 20 April 2018, the Board adopted a new three-year strategic framework (Strategic Framework 2018–2020) to clarify the Foundation’s long-term operational direction and strategy. With Hammarskjöld’s legacy at its core, the Strategic Framework identifies thematic focus areas and basic methods for planning, implementation and follow-up. The Strategic Framework is a development of the previous three-year strategic plan and evaluations, and is based on results from previous financial years.

_The following four thematic areas, each with overarching goals, frame the programmatic activities:_

1. **Multilateralism and international norms and governance**

The objective of the Foundation is, through collaboration with international organisations and research institutes, contribute to analysis and efforts for the multilateral system, with a particular focus on how global norms are developed, implemented, and defended when threatened and challenged. The work focuses on how the normative role of the UN changes and how this affects the organisation’s activities. The Foundation’s projects seek to contribute to analysis, dialogue, and action in support of UN work (including the World Bank) and other multilateral actors, with the aim of strengthening peaceful, fair, and inclusive societies in accordance with the UN Charter and the 2030 Agenda.
2. Repositioning of the UN system
The overall objective is to contribute to efforts for renewal and changes in the UN system by presenting analysis and new approaches, as well as developing documentation and suggestions for Member States and decision makers in the UN system. The Foundation focuses on issues of efficiency, integrity, ethics, transparency, and accountability. The work also draws attention to the UN’s leadership, organisation, and funding as well as the need to adapt the UN to the implementation of the 2030 Agenda and the twin resolutions on sustaining peace.

3. Implementation of the 2030 Agenda for Sustainable Development
The main objective is to identify challenges and opportunities in relation to strengthened national ownership and leadership for the implementation of the 2030 Agenda and its Sustainable Development Goals (SDGs). The Foundation will promote increased inclusion in the implementation of the agenda, recognition of the role of civil society and stimulate debate and analysis. The Foundation will also contribute to the development of methods and instruments for visualisation of data for monitoring the global targets at country level.

4. Building and Sustaining Peace
The objective for the Foundation’s continued work in this area is to promote coherent and inclusive peacebuilding policies, strategies, and processes leading to more peaceful, just, and resilient societies. The Foundation focuses its activities on supporting the implementation of UN resolutions on sustainable peace (S/RES/2282 and GA/RES/70/262) and UN efforts to promote prevention. The Foundation will contribute to analysis of the implementation of peace agreements, and issues relating to inclusiveness within peacebuilding efforts with a special focus on women and young people, and support dialogue and mediation to prevent and solve armed conflicts.

The Foundation is mainstreaming gender sensitivity into its policies, projects, and activities. This encompasses inclusion of gender perspectives and balanced participation in all of the Foundation’s activities. Gender considerations are integrated into planning, execution, and follow up of programmatic work.

The Strategic Framework is operationalised through annual work programmes which, in accordance with the Statutes, are adopted by the Board. The 2018 Annual Work Programme and Budget were adopted at the Board meeting on 24 October 2017. The Annual Work Programme covers all of the Foundation’s activities and consists of the following sections:
- **Introduction and overall objectives**;
- **Section 1** - Administration, Human Resources and Communication;
- **Section 2** - Programmatic activities;
- **Section 3** - Follow-up and evaluation; and
- **Section 4** - Budget.

The Executive Director is responsible for the implementation of the annual work programme.

**UN Secretary-General António Guterres, visiting Dag Hammarskjöld’s resting place, March 2018.**
III. Operational Results 2018

The 2018 results are divided into three areas, which cover all of the Foundation’s operations:

1) Programmes
2) Communications
3) Administration

1. Results – Programmatic work
The Foundation carries out its programmatic work in the form of projects and activities, which are based on one or more of the goals identified within the Strategic Framework’s thematic focus areas. In 2018, the Foundation worked with 15 projects and during the fiscal year, over 60 different activities were conducted in the form of seminars, conferences, consultations, and communication activities (see Annex 1 - Activity and Communications Log 2018). Completed activities and publications have, individually and collectively, contributed to increased knowledge, common understanding within and between actors in international development cooperation, as well as concrete proposals for measures and reforms for, for example, the UN system. An indication of relevance is that the Foun-
dation has established itself as a sought-after partner for and by the UN system, international organisations, and think-tanks.

Long-term results, effects, and changes that the Foundation aims to achieve through its operations are difficult to measure, because direct causal relationships, as well as the causality between results and impact, are often complex to determine. This Annual Report therefore reflects short-term results. Long-term assessments are made through external evaluations. An evaluation of the programmatic work is planned for 2020, covering areas of the strategic period. The following programmatic results were achieved in 2018:

**Multilateralism: trends, norms and governance**

The multilateral system is facing major changes. Demands are increasing for analyses of the trends in and challenges for the role of the normative system and the UN. In 2018, the Foundation initiated work in this thematic area.

- The Foundation has a longstanding collaboration with the network *Action on Antibiotic Resistance (ReAct)* at Uppsala University. This collaboration has brought international and national actors together in order to identify systems and measures to counter antibiotic resistance at the national, regional, and global level. The Foundation, together with ReAct, carried out an expert meeting in 2018 which focused on the financing of the Global Action Plan against Antibiotic Resistance. The meeting identified concrete proposals for the development of financing mechanisms which were published in the report *Antimicrobial Resistance and Sustainable Development: A Planetary Threat but a Financing Orphan* presented to the UN Interagency Coordination Group on AMR (IACG). Another in-depth publication on the impact of the antibiotic resistance on the development agenda, *When the Drugs Don’t Work - Antibiotic Resistance as a Global Development Problem*, has been prepared as a basis for the EU thematic ministerial meeting on antibiotic resistance in Bucharest in 2019 and for use at the UN’s upcoming high-level meeting around the Global Goals 2019.

- The Foundation collaborates with the *Graduate Institute in Geneva* within the overall theme of the Multilateralism of the Future and the UN’s Role of the United Nations. Planning for joint activities on thematic issues (migration, human rights, democratic governance, and international humanitarian law) continued in 2018 to be implemented in 2019.

- The annual *Dag Hammarskjöld Lecture*, which is arranged by the Foundation in collaboration with Uppsala University, was held in May. UN Secretary-General António Guterres spoke on the theme *The 21st Century Challenges and the Wisdom of Dag Hammarskjöld*. Over 600 people attended the lecture, which was also broadcast live on the Foundation’s website. The lecture is printed as part of the lecture series for wider use. The Foundation participated in the annual commemoration for the flight crash at the memorial site in Ndola, Zambia. In connection with this and as a way to honor Hammarskjöld’s legacy, the commemoration included seminars and talks on the UN resolution on Youth, Peace and Security.

- The Foundation is a member of the *Academic Council on the United Nations System (ACUNS)* and participated with presentations at its annual meeting in Rome.

- The Foundation conducted and participated in a number of thematic seminars, for example, a seminar on the UN’s humanitarian system and funding with the UN’s Under-Secretary-General and Emergency Relief Coordinator, Mark Lowcock was co-organised with the Ministry for Foreign Affairs.
Repositioning of the UN system

The Foundation operates with a special focus on the UN. The Foundation’s projects are largely linked to the Secretary-General’s priorities (peacebuilding, the development agenda, and the UN’s financing and leadership). As an independent organisation, the Foundation has contributed to analysis and reform proposals for processes and reports in various ways and in several subject areas, formally and informally in 2018.

- **Financing the UN Development System:** The fourth annual report on the United Nations development system’s financing – *Financing the UN Development System - Opening Doors* was produced during the year and launched at the UN in Geneva and New York in advance of the meeting of the General Assembly. The report is the result of close cooperation with the UN Multi-Partner Trust Fund Office (MPTFO). The report is unique and reaches a wide audience. It was distributed to all Member State’s delegations in New York. Special thematic seminars were organised for experts, for example at the Brookings Institution in Washington.

  By combining data and thematic analyses, the report has contributed to increased knowledge about the UN’s funding and awareness of opportunities and challenges within the broader reform agenda. An additional result of the report is that it has contributed to continuously improving access to and the quality of financial data within the UN system. The report is considered as reference material for and often used by experts and by UN Member States in supporting documents, speeches, meetings, and reports. The report continues to attract experts within and outside the UN system as authors.

- **UN reforms:** The Foundation has participated in informal dialogue with the Deputy Secretary-General’s office. On these occasions, the Foundation has contributed with analysis and proposals for policy development, instruments, and follow-up mechanisms.

In light of the work with UN funding, the Foundation has been consulted and invited to lead or participate in meetings on financing issues. For example, the Foundation participated in the ECOSOC (Economic and Social Council) Operational Segment Side Event with a presentation on the theme Financing the UN Development System – Why funding modalities are critical to reform. The Foundation also contributed to an international meeting in Stockholm regarding the UN’s new financing strategy – the UN Development Compact, as well as to formal and informal meetings in New York. The Foundation was also formally engaged in contributing to the development of the financing agreement, the Funding Compact, by organising an expert meeting within the UN system.

An important part of the UN reform work and the implementation of the 2030 Agenda is to develop new and innovative forms of financing for efforts
to implement the SDGs. In 2018, the Foundation worked with the UN Development Operations Coordination Office (UN DOCO) to document and disseminate successful examples of financing the SDGs at country level. A study was conducted based on consultations in Armenia, Indonesia, and Kenya which resulted in the report Unlocking SDG Financing - findings from early adopters, and seminars on the topic were arranged in New York and in Uppsala, Sweden. The report was received with great interest and has been used within the UN system both in New York and at country level (eg in Jordan) to highlight approaches to development finance.

- **Leadership within the UN system:** During 2018 a project was initiated to help strengthen leadership, integrity, and ethics within the UN. A number of seminars and roundtables have been conducted with UN officials and Member States to identify concrete proposals for strengthening UN leadership based on the values enshrined in the UN Charter. The work has resulted in a collaboration between the Foundation and the UN System Staff College (UNSSC) for the implementation of leadership training courses. The Foundation is developing a thematic report on UN leadership. The report, which will be based on a similar structure as the above-mentioned financing report, will be published in 2019.
The 2030 Agenda and the Sustainable Development Goals

The international development agenda and the Sustainable Development Goals (SDGs) were adopted in 2015 as part of the 2030 Agenda for Sustainable Development. The Foundation has for the past six years followed and committed itself to the implementation of the Agenda. Two specific projects focus on this area—one focuses on the implementation of the SDGs at country level and the other project is a seminar series:

- **Follow-up of the Sustainable Development Goals at country level**: The initiative that started in 2017 to strengthen countries’ capacities to follow-up, visualise, and communicate their implementation of the 2030 Agenda was an extensive investment for the Foundation in 2018. Through a collaboration with the Data Act Lab, a digital platform – Goal Tracker – has been developed. The platform is a technical tool for data visualisation and communication for the global targets at country level. The platform is built to be able to adapt to countries’ needs and conditions and aims to stimulate transparent use of data in countries’ follow-up of, and decision-making around, the implementation of the 2030 Agenda. The tool’s technical structure and conditions for using it are presented on the website www.goaltracker.org and is also available as printed information material.

During the year, in parallel with the development of the main platform, two national portals were created for Tanzania and South Africa in collaboration with the respective country’s statistical authority. The countries have received support in codifying existing data to enable visualisation towards the targets’ indicators. By the end of the year, data was validated for 57 indicators for Tanzania’s portal and 128 indicators for South Africa. The portals will also contain relevant material and documents describing the country’s policies and engagements to ensure progress toward achieving the SDGs. Beta releases of the national portals were completed and the launch of the platforms are planned for the first quarter of 2019.

As part of the work to develop the Goal Tracker platform, the Foundation and Data Act Lab organised a workshop, Tracking implementation of the 2030 Agenda – a peer learning workshop, in Stockholm on 16–17 May 2018. The purpose was to enable the exchange of experiences between countries. They shared the challenges and progress in developing national
systems and frameworks for monitoring and reporting on the SDGs. The 21 invited participants represented ministries and statistical authorities in eight countries: Armenia, Colombia, Indonesia, Namibia, South Africa, Sweden, Tanzania and Tunisia. Participants exchanged examples of data collection processes and usage and information about how to communicate the implementation of the Agenda. The workshop contributed to increased understanding of the countries needs and challenges in relation to monitoring and data visualisation, contributing to the development of the Goal Tracker platform and national portals.

Additionally, the Foundation documented Colombia’s work on the implementation of the 2030 Agenda with a similar purpose of the above exchange: to share examples. In collaboration with Colombia’s Ministry of Planning, a report was published on the development of Colombia’s SDG portal. It included the experiences of; the establishment of government structures for the monitoring and support of the 2030 Agenda implementation; the integration of the global objectives into local development plans; adaptation of thematic strategies; and data usage in monitoring and evaluation. An edited version of the report was published by the Foundation as a Development Dialogue Paper in December 2018 – Localising the 2030 Agenda in Colombia.

• **Agenda 2030 - Seminar Series**: The Seminar Series, jointly organised by the Foundation and United Nations Development Program (UNDP) Sweden since 2013, continued in 2018. The series contributes to raising awareness and stimulating debate on challenges and opportunities in relation to the 2030 Agenda. The Seminar Series presents different stakeholders’ perspectives on SDG implementation and involves representatives from within the UN system, civil society, government representatives, and researchers. Two seminars were held in Stockholm: State of Human Rights in 2017 and Climate Change, Migration and Displacement: Distinguishing Facts from Fiction, and two in Visby during the Almedalen-week: Sharing Responsibility? - UN Global Compacts on Refugees and Migration and The Parties’ views on the role of the United Nations. In addition to the partnership with UNDP Sweden, the seminars were conducted in collaboration with Human Rights Watch, the Swedish UN Association, UNICEF and The UN High Commission for Refugees (UNHCR). The Seminar Series is an important platform for the Foundation to reach out with information about the activities in thematic areas and to contribute to a well-informed Swedish debate on UN-related issues. Evaluations show that the series is appreciated by the target groups.
Building and Sustaining Peace

Peacebuilding remains a central thematic area for the Foundation and a number of projects aim at supporting the implementation of the UN Sustaining Peace Resolutions adopted by the Security Council and the General Assembly in 2016. Peacebuilding and sustaining peace have a direct bearing on the other three thematic focus areas of the Foundation’s Strategic Framework. The ‘maintenance of peace’ is a key component of the multilateral normative system and of the UN Charter; the UN’s Peacebuilding Architecture (compromised of the Peacebuilding Commission, the Peacebuilding Fund, and the Peacebuilding Support Office) and is an explicit part of the Secretary-General’s reform agenda. Goal 16 of Agenda 2030 focuses on promoting peaceful and inclusive societies for sustainable development. The following outputs and results were completed and achieved in 2018:

- **Implementation of the UN resolutions for Sustaining Peace:** The Foundation supports and documents the implementation of the Sustaining Peace Resolutions. Several activities were completed including regional consultations, a retreat for the Peacebuilding Commission and a seminar series for UN experts in New York.

The Foundation and the UN Peacebuilding Support Office (PBSO) continued with the organisation of the annual high-level retreat of the Peacebuilding Commission. The purpose was to have an informal exchange on a number of core thematic peacbuilding issues. It gathered Permanent Representatives and Ambassadors from the Peacebuilding Commission, members and countries under consideration, heads of the lead UN entities engaged in peacebuilding activities, and select civil society organisations.

The Foundation continued to follow the implementation of the resolutions at country level and arranged a regional consultation in Bogotá, Colombia, together with Igarapé Institute titled Regional Consultation on Peacebuilding and Conflict Prevention in Latin
America and the Caribbean. 34 representatives from the UN, civil society, and academic institutions from Latin America participated. A report and a compilation of all regional consultations conducted by the Foundation since 2016 were presented at an informal meeting with the UN Peacebuilding Commission. The regional consultations have contributed to deepening the knowledge of the UN’s role and efforts to sustain peace, as well as highlighting regional perspectives in the implementation of the resolutions.

In order to stimulate discussion, analysis, and critical reflections, the Foundation continues to arrange thematic workshops for experts together with the International Peace Institute (IPI) and New York University’s Center on International Cooperation (CIC). Each workshop draws 25-30 experts from UN Member States and UN agencies. Reports from the workshops are published on the Foundation’s website and are distributed for use in relevant contexts.

- **Peace-building and regional organisations in Africa:** The fifth annual Kofi Annan-Dag Hammarskjöld Lecture was conducted together with Kofi Annan International Peacekeeping Training Centre (KAIPTC) in Accra, Ghana. The 2018 lecturer was Adama Dieng, UN Under-Secretary-General and Special Adviser for the Prevention of Genocide, who lectured on the theme Prevention and Mitigation of Armed Conflicts – Our Collective Responsibility. In connection with the Lecture, a regional meeting – High Level Roundtable – identifying and mitigating risks in conflict prevention was organised by the Foundation with participants from the UN, regional African organisations, international organisations, and civil society. The Lecture and the Roundtable were documented and published.

- **Strengthening inclusivity in peacbuilding:** The Foundation’s work promotes and strengthens participation (inclusivity). Inclusivity is a core dimension in all of the Foundation’s activities but is also conducted with targeted efforts in thematic areas, for example to strengthen the role of women and young people in participation in peace processes and peacebuilding activities. In 2018, a new project was initiated aiming to study the UN’s work to support inclusive peace and development processes at country level. As part of the planning phase, an expert meeting in New York was organised on the theme of Inclusivity – translating global policy at country level. The project will be implemented in late 2018 and completed in 2019.

- **Promoting young people’s involvement and inclusion in peacebuilding:** The Foundation has advanced its work on follow-up and policy impact of Security Council Resolution 2250 on Youth, Peace and Security (YPS). By reporting and documenting examples at country level and through specific recommendations, the Foundation has contributed to promoting the participation of young people in peacebuilding. The Foundation participated in the preparation of the Global Progress Study on Youth, Peace and Security, which was presented to the UN Security Council in 2018 and where the Foundation was part of the official steering committee. In 2018, the work focused on the implementation of the YPS Resolution and recommendations of the Global Study. Through the-
matic seminars, meetings, and the systematic inclusion of young people’s perspectives in other activities, the Foundation has strengthened awareness and contributed to the development of new approaches to the integration of youth issues in the 2030 Agenda and in the implementation of the Sustaining Peace Resolutions. Examples of activities are workshops conducted in Lusaka, Zambia and in Stockholm, Sweden.

• **International Training on Dialogue and Mediation (ITDM):** For the second consecutive year, the Foundation in collaboration with the Department of Peace and Conflict Research (DPCR) at Uppsala University, conducted a peacebuilding training programme – International Training for Dialogue and Mediation (ITDM). The training programme is based on the experience of the international courses that DPCR organised with support from Sida since the 1990s. This year’s training programme was held on 4-14 June in Uppsala. 26 participants from 19 countries, selected through an open application process, under-went a series of lectures and interactive sessions on dialogue and mediation. The course aimed at increasing knowledge, building capacity, and strengthening networks for dialogue, and targeted practitioners and researchers with active involvement in peacebuilding of international organisations, civil society, or research institutions in low- and middle-income countries. Comprehensive oral and written evaluations by the participants show that the programme is highly appreciated. Internal evaluations between the Foundation and DPCR of the first two years of the training programme, form the basis for the planning of a third course in 2019.

The Foundation and the DPCR have also established an alumni network for the approximately 700 participants who previously participated in international courses at DPCR. On 15–17 January 2018, a first regional seminar was organised in Bogotá, Colombia, with 35 participating alumni from Latin American countries. The purpose of the seminar was to stim-
ulate networking between the alumni for in-depth discussion of regional challenges, and to provide an update on peace research and policy development within the UN. The seminar was an opportunity for the Foundation and the DPCR to obtain reflections and views on how the knowledge from the previous courses was used, as well as how the network can assist to strengthen peacebuilding in the future. Evaluations show that the participants had great retention of the knowledge from the courses, as well as interest in the initiative to maintain the alumni network for continued networking and exchange.

- **Civil society dialogue for peacebuilding**: The Foundation has conducted a dialogue project with civil society on their role in upholding international norms and strengthening the possibility for peace in the Israel and Palestine context. The project was developed in response to an invitation by an intergovernmental working group on civil society set up in preparation for the 2017 Middle East Peace Conference in Paris. The purpose of the initiative was to investigate whether and how a forum/fora for dialogue between actors from Israeli and Palestinian civil society organisations could be developed and supported. The Foundation conducted consultations with local civil society organisations in 2018, which resulted in a report summarising the conceptualisation of a forum.

- **Stockholm Forum on Peace and Development**: Since 2014, the Foundation has been actively involved in the annual Forum on Peace and Development which is organised by the MFA and Stockholm International Peace Research Institute (SIPRI). At this year’s forum, the Foundation conducted five thematic sessions focusing on inclusivity, Resolution 2250 on Youth, Peace and Security, and UN reforms. The discussions were documented in session reports published by SIPRI.
2. Communications

Communications is a central and integrated part of the Foundation’s activities. It is an important feature in the planning and implementation of projects and activities, both in the form of output, and as strategy. In most projects, communications in the form of publications or other targeted outreach, is a key component and central to achieving the programmatic work’s expected results and impact. The Foundation’s published material has, in principle, been produced exclusively internally, which includes planning, editing, design, and launch. All communications are compiled annually in a log (Annex 1). The Foundation has initiated a professional network among Swedish development cooperation agencies and actors to exchange experience between communicators.

Publications

- The Foundation published two major reports in 2018: Financing the UN Development System - Opening Doors and Unlocking SDG Financing - findings from early adopters (which included four case studies).
- A special publication was prepared for the UN Security Council’s Swedish visit to Dag Hammarskjöld’s Backåkra which was used in Professor Peter Wallensteen’s lecture to the Council – The UN Security Council in a World of Conflicts.
- Three reports have been published in the Foundation’s document series Development Dialogue Papers. One on Colombia’s process of documenting the follow-up of Agenda 2030 and the SDGs - Localising the 2030 Agenda in Colombia; a second on youth, peace and security - Supporting youth contributions to peace in Myanmar; and a third on antibiotic resistance Antimicrobial resistance and sustainable development – a planetary threat but a financing orphan.

By Matilda Hald & Sarah Smith
Digital Communication

- Communication through the Foundation’s digital platforms (website and social media) has intensified. Newsletters, blogs, and videos that reflect the Foundation’s activities are published regularly. The Foundation’s website received more than 70,000 unique visitors (page views) in 2018.

Partners and Networks

A central element of the Foundation’s working methods is to collaborate through partnerships, partly to avoid competing with other organisations or duplicate work, partly to ensure that activities are anchored and in demand, and to contribute to promoting local and thematic expertise. The Foundation has worked in close cooperation with the following organisations in 2018:

- **Within the UN system:**
  - Multi-Partner Trust Fund Office (MPTFO);
  - Development Operations Coordination Office (DOCO);
  - UN Department on Economic and Social Affairs (UN DESA);
  - UN Development Program (UNDP);
  - Peace Building Support Office (PBSO);
  - Peacebuilding Commission (PBC);
  - Office of the President of the General Assembly (OPGA).

- **International organisations and civil society:**
  - International Peace Institute (IPI);
  - New York University’s Center for International Cooperation (CIC);
  - the Igarapé Institute;
  - the Graduate Institute in Geneva;
  - the Brookings Institution;
  - Interpeace;
  - the Stockholm International Peace Research Institute (SIPRI);
  - the Nordic Africa Institute (NAI);
  - Swedish UN Association;
  - Concord;
  - Fryshuset;
  - Uppsala University;
  - Uppsala University’s Department of Peace and Conflict Research (DPCR);
  - Action on Antibiotic Resistance (ReAct).

- **Foreign and Swedish authorities:**
  - Kofi Annan International Peacekeeping Training Centre (KAIPTC);
  - Folke Bernadotte Academy (FBA);
  - the Swedish International Development Cooperation (Sida);
  - Swedish Embassies.

3. Administration

The Foundation continues to develop its administrative capacity and systems. During the year, the Foundation has initiated a transition to a project-based organisation with an adapted method of work regarding planning, monitoring, and performance management. The main results are:

- A new financial system developed in order to reflect the Strategic Framework with improved opportunities and routines for budgeting and monitoring at the project level. The system entails changes in the general ledger and a new structure for cost units that will be put into use 2019.

- New policy documents were adopted to ensure the employer’s obligations as well as the employees’ responsibility to maintain a well-functioning and secure Information Technology (IT) environment. A Privacy Policy and an IT policy were adopted by the Foundation’s Board of Trustees on 26 October 2018, with guidelines that adhere to the current EU Directive General Data Protection Regulation (GDPR) regarding the handling of personal data and protection of the integrity of employees.
Foundation staff consist of one administrative group and one group responsible for planning, implementing, and follow-up on programme activities. At times external consultants are engaged to contribute with expertise and capacity to a programmatic area. At the end of the budget year, 11 people were employed at the Foundation (nine women and two men). Vacancies, part-time work, and parental leave contributed to savings and the planned staffing was not fully reached.

The Foundation received a contribution of SEK 22,000,000 from the MFA for operations in 2018. The grant was disbursed in one instalment on 23 February 2018.

Of unused funds from 2017, which equal SEK 161,024, none has been used for operations in 2018. All remaining unused funds shall, according to agreement, be reimbursed to the MFA.