



Dag Hammarskjöld  
Foundation



# Annual Administrative Report 2020

# I. Purpose, Governance, Funding, and Audit

The Dag Hammarskjöld Foundation (hereafter ‘the Foundation’), Organisation Registration Number 902000-7630, is an autonomous, non-governmental and non-grant-giving organisation established by the Swedish government following an initiative by the Parliament (*Riksdagen*) and the Swedish government in the aftermath of the 1961 plane crash in which Secretary-General Hammarskjöld was killed. The Foundation’s Statutes were endorsed on 2 March 1962 and revised on 8 November 1968. The Foundation has, in accordance with the Statutes, its office at Dag Hammarskjöld Centre which is in Geijersgården at Övre Slottsgatan 2, Uppsala, Sweden.

The Foundation is governed by a Board of Trustees, consisting of seven members. The Board appoints members by co-optation and elects its Chair. The Board reviews and approves the Annual Work Programme and Budget and the Annual Report. Since 2019, the

Chair of the Board has been Ruth Jacoby. In 2020, two new Board members took up their positions, Cecilia Malmström and Catharina Cappelin. The Board adheres to the directives outlined in the Statutes and the Foundation’s *Working Procedures*.<sup>1</sup> The Board held two meetings in 2020; the Annual Meeting 7 May (resumed 10 September) and a second meeting on 20 October.

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

The Foundation’s operations are financed through a grant from the Swedish government as stipulated in the annual letter of appropriation to the Swedish International Development Cooperation Agency (Sida) 2020.<sup>2</sup> The funding is regulated through an agreement between the Foundation and the Ministry for Foreign Affairs (MFA). The financing obtained in 2020 was the third and final annual instalment of the three-year agreement for the period 2018–2020.<sup>3</sup> The Foundation and the MFA on a biannual basis, in accordance with the agreement, participate in dialogue meetings regarding the development and follow-up of the former’s operations. The Annual Report constitutes the official report to the MFA.

In accordance with the Foundation’s Statutes, the Government appoints its auditor. The Government has appointed Karin François, authorised auditor (KPMG AB), as authorised auditor from 15 March 2018 until 31 December 2020.<sup>4</sup>



The Dag Hammarskjöld Foundation Office in Uppsala, Sweden.

<sup>1</sup> The *Working Procedures* were adopted by the Board of Trustees 3 October 2019.

<sup>2</sup> Government reference UD2019/16364/FN (Diarienummer för samlingsärendet för kärnstöd).

<sup>3</sup> UD2017/14404/FN

<sup>4</sup> UD2018/04630/FN

## II. Strategic Framework 2018-2020 and Annual Work Programme 2020



This Annual Report discloses the implementation and results of the Foundation's activities, as identified in the Strategic Framework for the period 2018-2020 and outlined in the Annual Work Programme and Budget. The 2020 Annual Work Programme was discussed at the Board Meeting on 3 October 2019 and was adopted by per-capsulam decision 13 November 2019.

In 2018, the Board adopted the current Strategic Framework.<sup>5</sup> The Strategic Framework stipulates that Hammar skjöld's legacy should be at the core of the Foundation's work, and that the latter will identify

goals, thematic focus areas and methods for operational planning, implementation, and follow-up.

A gender perspective is integrated into and permeates the Foundation's operations. This entails that gender analyses and balanced participation are consistently pursued throughout the operations and are included in planning, implementation and the follow-up of activities.

The Strategic Framework identifies four thematic areas with overarching goals, operationalised in annual workplans. The four thematic areas are:

<sup>5</sup> *Strategic Framework 2018-20* Adopted by The Board of Trustees at its meeting 20 April 2018.

- **Multilateralism – trends, norms and governance:** The objective is, through collaboration with international organisations and research institutes, to contribute to analysis and initiatives benefitting 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 UN’s normative role is changing and how this affects the organisation’s activities. DHF’s projects seek to contribute to analysis, dialogue, and action in support of the UN’s work, 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.
- **Repositioning of the UN system:** The overall objective is to contribute to renewal and change efforts in the UN system through the presentation of analysis and new approaches, as well as developing documentation and proposals for Member States and decision makers within the UN system. DHF focuses on issues of effectiveness, integrity, ethics, transparency and accountability. The work also draws attention to the UN’s leadership, organisation, and financing on the grounds that the UN needs to adapt in order to implement the 2030 Agenda and the dual resolutions on sustaining peace.
- **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). DHF promotes increased inclusion in the implementation of the agenda, recognises the role of civil society and stimulates debate and analysis.
- **Building and Sustaining Peace:** The objective is to promote inclusive peacebuilding policies and processes that lead to more peaceful and just societies. DHF’s activities are focused on supporting the

implementation of UN resolutions on sustaining peace and efforts to promote prevention.<sup>6</sup> The Foundation contributes to analysis of the implementation of peace agreements, and issues relating to inclusivity within peacebuilding efforts with a special focus on women and youth, and dialogue and mediation for the prevention and resolution of armed conflicts.

The Foundation works through different types of partnerships and, in 2020, worked in close cooperation with the following organisations:

- **Within the UN system:** Development Coordination Office (DCO), Multi-Partner Trust Fund Office (MPTFO), Peacebuilding Support Office (PBSO), Peacebuilding Commission (PBC), UN System Staff College (UNSSC), UN Department on Economic and Social Affairs (UN DESA), and the UN Development Programme (UNDP).
- **International organisations and civil society:** Brookings Institution, Concord, EcoPeace Middle East (Jordan), Fryshuset, International Peace Institute, Global Network of Women Peacebuilders, Global Platform for the Prevention of Armed Conflict, Interpeace, Life and Peace Institute (LPI), Permanent Peace Movement (Lebanon), Stockholm International Peace Research Institute (SIPRI), Svenska FN-Förbundet, ReAct, Uppsala University.
- **Foreign and Swedish authorities:** Kofi Annan International Peacekeeping Training Centre (KAIPTC), Folke Bernadotte Academy (FBA), Swedish Dialogue Institute for the Middle East and North Africa, the Swedish International Development Cooperation Agency (Sida) and Swedish Embassies and Missions.

### III. Consequences of the Corona/Covid-19 pandemic

The Corona/Covid-19 pandemic has had severe worldwide social- and economic consequences. The pandemic has also exposed weaknesses in the global multilateral system. The UN has a central and well-defined role in addressing the pandemic, but travel restrictions and national shut-downs have had a negative impact overall on multilateral engagement. In addition, Member States have increasingly prioritised domestic issues and needs over multilateral processes and solutions. Other notable consequences of the pandemic are that engagement and attention has been diverted from the UN's ongoing reform agenda and development financing, *Official Development Assistance (ODA)*, is expected to decrease. Opportunities for civil society to take part in multilateral processes have also been negatively affected. These trends have, and will continue to, affect the Foundation's work.

As a non-governmental organisation involved in global multilateral processes, the pandemic has affected the Foundation's distinctive roles, activities and working methods. The pandemic's effects are reflected in terms of both changes to its operations and in relation to outputs and results. In 2020, the Foundation, like other actors, was obliged to quickly adapt its activities to the prevailing situation both in the short-term for the year as well as with measures aimed at adjusting operations over the long-term. Throughout the year, activities that gather large audiences or high numbers of participants and those which involve travel (for instance, the annual Dag Hammarskjöld Lecture and the UN Peacebuilding Commission's annual retreat) were cancelled. Although, in principle, all projects were affected to some extent, effective adaptation allowed the planned activities to be implemented in new ways. DHF produced several reports that were launched virtually. Seminars and training initiatives on leadership, peacebuilding,

dialogue and mediation were carried out in a digital format. Regional and local consultations that could not be conducted as initially planned were turned into video meetings. Operational changes have resulted in savings compared to budget estimates, primarily as a result of reduced travel. Operationally, the emphasis has been on upholding and adjusting programmed work and seizing opportunities for positive change that the pandemic provides, especially in relation to climate adaptation.

The Foundation is also assessing how the Covid-19 pandemic will affect its long-term operations and future development. This assessment includes an ongoing transition to digital meetings and new forms of external communications which call for investments in IT and communications equipment, as well as different personnel needs. Consequently, the Foundation is confronted with a situation that imposes new demands on operations and working methods for the next strategic period.



## IV. Operational Results

Operational results are divided into three areas: programme activities; communications; and administration. The long-term effects and changes that the organisation strives to achieve are often hard to measure directly, and causal relationships between results and impact are difficult to determine. The Annual Report reflects results, while long-term impacts are assessed through external evaluations.

An independent external evaluation of the Foundation was carried out in 2020 in accordance with the cooperation agreement with the Ministry of Foreign Affairs. The evaluation included a review of programmatic activities and administration during the period 2015–2020. The purpose was to assess results and overall development to inform the next Strategic Framework, as well as to review administrative capacity and systems. A systematic follow-up of the evaluation's recommendations has been prepared by the secretariat and the Board.

The evaluation noted positive overall development with significant improvements in organisation and operations

during the period. Broad engagement with established partnerships in the UN system and the inclusion of civil society actors, in combination with flexibility and agility, as well as a good ability to plan and host meetings were perceived as contributing factors to this positive development. The Foundation's programming was found to be relevant to addressing today's global challenges requiring a multilateral approach. The thematic areas and projects were considered to be strategically selected and mutually reinforcing. The stakeholders interviewed expressed strong confidence and clear support for both organization and operations. The Foundation is perceived as professional and able to sustain engagement in complex processes around global challenges that require long-term commitment to achieve progress. Through its name, reputation, and approach, DHF was deemed to have comparative advantages over other similar organisations. The evaluation found clear results as well as challenges in measuring long-term impact. A more systematic system for results monitoring was called for. The Foundations long-term financing was considered a main challenge.

**The 2020 results are divided into three areas, which cover all of the Foundation's operations:**

- 1) Programmatic work**
- 2) Communications**
- 3) Administration**



## 1. Programmatic work

DHF's programmatic activities and its various publications contribute individually and collectively to increased knowledge, common understanding within and between actors in international development cooperation, as well as to concrete proposals for action and reform for the UN system and its member states. DHF carries out its programmatic activities via projects based on one or more of the Strategic Framework's thematic areas. In 2020, more than 30 major activities were carried out within the framework of the Foundation's overall work. The activities included seminars, conferences, consultations, and targeted communications initiatives. All meetings, seminars and published material are documented in an activity and communication log (Annex 1). The following operating results were achieved in 2020:

### **Multilateralism: trends, norms, and governance**

DHF analyses trends and participates in global dialogue and knowledge production in contexts where the UN system is a key player. In 2020, DHF was a partner to the UN and Member States, and through its project activities, the

UN's operational and normative role has been assessed and analysed. DHF's analysis deepens awareness about how the multilateral system works and can be strengthened. This work is long-term but can be adjusted for specific needs. A thematic report was compiled during the first half of the year with a focus on the consequences of the Covid-19 pandemic for the UN's work and the global development agenda. DHF also contributes over the long-term to multilateral transformation and did so in 2020 notably through the annual report on UN financing, a report on UN leadership, and a comprehensive reference compendium on the role and responsibilities of the International Civil Service. These activities are described in more detail in the coming sections.

DHF participates in international forums for multilateral issues. DHF actively drives cooperation within international networks and participated in the UN's work with global dialogue on multilateralism in connection with the organization's 75th anniversary. DHF continues to be involved in global health issues through its collaboration with the international network ReAct against antibiotic resistance. In 2020, planning began regarding how this issue should continue to be addressed and handled multilaterally, as well as the effects of the ongoing pandemic.

Joint activities are planned for implementation in 2021. DHF contributed to a handbook on the UN system, (*2020 Routledge Handbook on the UN and Development*) with the analysis of peacebuilding and Agenda 2030. DHF participated in the annual meeting of the *Academic Council of the United Nations System (ACUNS)* as a member.

## Repositioning the UN System

The Secretary-General's three priorities, peacebuilding, the sustainable development agenda, and UN funding and leadership, form the basis of DHF's commitment to support UN reform. DHF contributes by systematically monitoring multilateral policy implementation at country level and feeds these experiences back up, connecting country-level results to global policy development. In 2020, as an independent actor, DHF has both formally and informally contributed to analysis, participated in international processes, and published thematic reports in these areas. Through its presence in New York, DHF facilitated thematic meetings for international actors and partners. Several expert seminars and roundtables were arranged in 2020 in collaboration with the UN, its Member States, and international organisations. After the first quarter, these physical meetings were adapted to different digital formats. As a result of its continued engagement, DHF increasingly benefits from the trust of the UN. This is manifest in its expanded cooperation with UN actors and in concrete projects and collaboration. The UN often participates at a high-level in DHF's activities around peacebuilding, leadership, and development financing. The following results are reported:

- **Financing the UN Development System:** In 2020, in collaboration with the UN Multi-Partner Trust Fund Office (MPTFO), the sixth annual report on the financing of the UN Development System (*Report on Financing the UN Development System. Time to Walk the Talk*) was published. The report contains a systematic overview of UN financial flows and combines data with thematic analysis. For the first time in 2020, the report was launched virtually, in connection with the opening of the General Assembly, with Sweden and Morocco as sponsoring countries. DHF and MPTFO

were invited by the OECD to present the report at its multilateral annual meeting on development financing (*Financing the Development System: Embracing Change*). The report was shared with interested members of the Swedish public through a seminar co-hosted with UNDP Sweden called 'Securing Financial Pathways to Agenda 2030 during COVID-19'. The report continues to attract experts within and outside of the UN system as guest writers. Work on the 2021 edition began during the year.

- **UN reform agenda:** DHF deepened its commitment to the UN's reform agenda by monitoring implementation of the Financial Agreement on Development Financing (*Funding Compact*) adopted in 2019 by the UN and several Member States. Institutional co-operation was initiated during the year with the UN Development Coordination Office (DCO). DHF conducted consultations with the UN country offices with a view to examining compliance with the agreement, as well as how the latter contributes to making UN funding more reliable and efficient by strengthening its ability to achieve predictable results. Due to the pandemic, the work plan was revised to highlight Covid-19-related consequences and risks for the implementation of Agenda 2030 at the country level. The work is summarized in the report, 'Staying the Course. Funding effective UN responses to COVID-19 while protecting the 2030 Agenda'. The report connects needs assessments from the country level and the global level with a view to contributing to an effective, informed, and comprehensive UN response to COVID-19. DHF was the only external organization invited by the UN's leadership to present the report's conclusions and recommendations in a digital meeting that brought together 132 Member States. DHF presented proposals for improved coordination through the establishment of national coordination functions for financial planning. DHF was entrusted with developing the analysis and has initiated a second phase of country consultations in seven countries on four continents, which will be carried out in 2020 and 2021.

- **Leadership within the UN system:** In addition to financing and funding, DHF has identified leadership as a key component of UN system reform. Hammarskjöld's name and memory are associated within the UN with active and innovative leadership characterised by integrity and ethics, and are rooted in the role and responsibility of the international civil servant. With these starting points, DHF has developed a broad approach to leadership that includes thematic reports and training initiatives. 2020 was a pioneering year for DHF's work in this area.

Inspired by the UN leadership's reform agenda, the centenary of the establishment of international civil service and the UN's 75th anniversary, DHF produced a variety of products aimed at strengthening the UN's leadership. The publication *'The Art of Leadership - Framing What's Blue'* discusses the role of leadership in the UN system and showcases inspiring examples of leadership. It highlights challenges specific to the UN and the consequences of poor leadership, as well as presenting data which outlines key trends of relevance to UN leadership. It also emphasizes the importance of different actors' respective responsibility to maintain and strengthen the international civil service within the UN system. A reflection group consisting of UN leaders was established to strengthen the report and its follow-up. The report has been widely distributed to management offices within the UN.

Within leadership, based on Hammarskjöld's legacy, DHF contributes to work on the integrity and independence of the international civil servant role and in defence of the UN Charter and human rights. DHF developed, published and launched a reference compendium that specifies the role and responsibilities of the international civil servant in the UN system *'The International Civil Service - A Reference Compendium for United Nations Personnel'*. The material was launched electronically and is being used as reference material in courses conducted internally by the UN. The material is also used in Sida's training of seconded UN personnel. The material has also been used for thematic seminars, for example by the

Young UN network, *'Duty to Shout? A debate on what it means to be an international civil servant in today's world'*. In connection with the centenary of the International Civil Service, DHF published a series of reports on essays written by present and former UN system staff, civil society representatives and academics. These reports are used to inform and inspire UN staff to address challenges and specific issues concerning UN integrity.

During the year, DHF developed its engagement in leadership training. The reports and approaches presented above form the basis for further development of the collaboration with the UN System Staff College (UNSSC). In 2020, leadership training for senior managers was conducted for the second year, this time virtually.

## The 2030 Agenda and the Sustainable Development Goals

The international agenda for sustainable development, Agenda 2030, and its component global goals were adopted in 2015. DHF engaged in implementation and monitoring of the agenda with the following results:

- **Follow-up of the Sustainable Development Goals at country level:** In 2012, the UN High Level Political Forum (HLPF) was established. HLPF meets annually within the Economic and Social Council (Economic and Social Council, ECOSOC) and is subordinate to the General Assembly, which every four years arranges a high-level meeting to monitor implementation of Agenda 2030 and the global goals. In 2020, DHF participated in the official Swedish HLPF delegation as one of five selected civil society organizations. DHF contributed to formal meetings and in side-events. With a focus on the HLPF's normative role, inclusivity, the forum's monitoring function, and the importance of holding states accountable for implementation, DHF developed a series of reports aimed at highlighting specific challenges for the HLPF process. In 2020, two reports were published: the report *'Leaving No One Behind: How to Make the High-level Political Forum Transformative'* describes how the HLPF can create a

more inclusive space for stakeholders and the report ‘*Leveraging Human Rights Mechanisms to Improve SDG Follow-up and Review*’ addresses how national and global human rights mechanisms can strengthen the monitoring and review of Agenda 2030.

- **Seminar Series – UN Talks:** The UN Talks seminar series is a Swedish forum for dialogue on UN activities that the Foundation has been conducting in collaboration with UNDP Sweden since 2013. The forum contributes to increased knowledge, critical reflection and a Swedish debate on the UN system and its role in implementing the international development agenda. The forum focuses on specific global challenges and international policy frameworks and, through dialogue with UN representatives, academics and civil society representatives, the thematic seminars highlight trends, challenges and opportunities for the multilateral system. The seminars are broadcast electronically via DHF’s website for increased availability and dissemination. During the year, four seminars were held on themes related to Covid-19, funding, and leadership. As a result of the pandemic, the seminars were conducted virtually, which enabled a wider audience with participants from different countries.

## Peacebuilding and Sustaining Peace

Since 2015, peacebuilding has been one of DHF’s main areas of work, spanning all thematic areas of the strategic framework. Peacebuilding is a key element of the multilateral normative system and of the UN Charter. The so-called peacebuilding architecture of the UN, (*the Peacebuilding Commission, the Peacebuilding Fund and the Peacebuilding Support Office*), is given special priority in the Secretary General’s reform agenda. Furthermore, within Agenda 2030, Goal 16 is focused on promoting peaceful and inclusive societies for sustainable development. Several of DHF’s activities are aimed at supporting international peacebuilding and the implementation of UN’s Sustaining Peace resolutions, adopted by the Security Council and the General Assembly in 2016.<sup>7</sup>

The following results were achieved in 2020:

- **Implementation of the UN resolutions for Sustaining Peace:** DHF supported and documented implementation of UN’s Sustaining Peace resolutions as well as efforts to strengthen the UN’s peacebuilding architecture. Results include the following:
  - Since 2014, in collaboration with the UN Peacebuilding Support Office (PBSO), DHF has organized an annual retreat for members of the Peacebuilding Commission. The 2020 meeting was cancelled due to the pandemic but will be held in 2021. DHF continued to monitor implementation of the resolutions at national level. Consultations were conducted in Lebanon in collaboration with PBSO, the UN Country Team and with select civil society representatives. A report from the consultations was submitted as input to the Secretary General’s 2020 report on peacebuilding and sustaining peace.
  - Together with the PBSO, DHF arranged a two-day expert workshop for UN personnel involved in the Secretary-General’s 2020 peacebuilding report.
- **Thematic Reports:** DHF develops reports and publications with in-depth analysis on peacebuilding. The reports were submitted as a basis for the UN’s 2020 Peacebuilding Architecture Review. During the year, the following was achieved:
  - DHF submitted reports and information to the UN as input to the 2020 Peacebuilding Architecture Review. In collaboration with the Global Platform for the Prevention of Armed Conflict (GPPAC), Peace Direct and PBSO, a three-day online consultation was conducted with 280 civil society representatives from around the world who shared experiences of UN peacebuilding and how it can be strengthened. The final report provided analytic input to the UN Peacebuilding Architecture Review.

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<sup>7</sup> UN Security Council resolution SCR 2282 and General Assembly resolution A/RES/70/262.

- Expert level roundtable sessions were organised in New York and online in partnership with the International Peace Institute (IPI), the Global Platform for the Prevention of Armed Conflict (GPPAC) and the Global Network of Women Peacebuilders (GNWP). In 2020, seven roundtables were held, with participation of 25–50 experts from UN Member States, various UN bodies, and civil society organizations per session. Reports summarising these meetings are published on DHF’s website.
- A thematic report on Human Rights and Peacebuilding (*Advancing the Nexus of Human Rights and Peacebuilding*) was published to highlight the challenges of effectively including human rights in peacebuilding work. The report was widely circulated and has, for example, been shared through USAID’s monthly newsletter. A follow-up report focusing on experiences at the intersection of peacebuilding and Human Rights in Nepal, Sri Lanka and Myanmar was also shared as input to the 2020 PBA Review.
- DHF has continued and deepened its analysis of inclusive peace and development experiences and processes. The project *Realizing Inclusivity - translating global policies at country level*, which includes four country studies (Jordan, Sri Lanka, Colombia and Gambia) and documents how the UN implements inclusive processes at country level was completed and its conclusions were validated through a consultation process. The project draws attention to how international normative frameworks, including Agenda 2030 and the resolutions for Youth, Peace and Security (YPS)<sup>8</sup> and *Sustaining Peace* have been operationalized at country level. A final report will be published in the first quarter of 2021.
- **Promoting youth involvement and inclusion in peacebuilding:** DHF supports the implementation and monitoring of Security Council Resolution 2250 on Youth, Peace and Security, as well as recommendations from the Global Progress Study conducted during 2017–18.<sup>9</sup> DHF also participates in the global network of UN agencies and civil society organizations set up to coordinate and promote the resolution.<sup>10</sup>
  - The report *‘The United Nations: A Champion for Youth?’* was produced and launched.
  - Ahead of the Security Council’s meeting on the Secretary-General’s report on youth, peace and security, DHF, in collaboration with the UN and Member States, organized a digital expert group meeting on its implementation and experiences thereupon, as well as links to the Covid - 19 pandemic.
- **The International Training programme on Dialogue and Mediation (ITDM):** DHF has conducted an international training program on dialogue and mediation since 2017 in collaboration with the Department of Peace and Conflict Research at Uppsala University, (*International Training Program on Dialogue and Mediation - ITDM*). An extensive review of the program was carried out as input to the external evaluation.
  - Due to travel and meeting restrictions resulting from the pandemic, the 2020 training was conducted as a series of online lectures. Five meetings and lectures were held with 20–60 participants per session.
  - An alumni network, (international training alumni network), has been set up to maintain engagement with and between participants from previous trainings. Regional meetings are held to strengthen

<sup>8</sup> UN Security Council Resolution 2250 (2015) - Adopted by the Security Council at its 7573rd meeting, on 9 December 2015.

<sup>9</sup> *The Missing Peace: Independent Progress Study on Youth, Peace and Security*.

<sup>10</sup> The Global Coalition on Youth, Peace and Security (GCYPS).

and develop this network. The last two meetings were held in 2018, in Colombia, and in 2019, in Jordan. The 2020 meeting was held in Sri Lanka.

- **Stockholm Forum on Peace and Development:** Since 2014, DHF has contributed to organising the forum on peace and development co-hosted by the Swedish MFA and Stockholm International Peace Research Institute (SIPRI). The 2020 forum was held virtually over the course of two weeks through thematic expert meetings of different kinds. DHF was responsible for three thematic sessions and seminars with 75–100 participants in each. The following topics were addressed: 1) Inclusion of youth (*Youth inclusion and the protection of civic space - from a policy commitment to a peace dividend*); 2) human rights and sustaining peace (*Human Rights and Sustaining Peace – How do we build on what works?*); and 3) the UN Peacebuilding Architecture Review, (*The 2020 UN Peacebuilding Architecture Review: Country and Regional Perspectives on Peacebuilding and Sustaining Peace in Practice*). All sessions are documented in written reports.

- **Dialogue for peacebuilding:** The last two volumes of DHF’s publication series ‘Development Dialogue’ has focused on inclusivity and dialogue for peacebuilding. The publication *Dialogue in Peacebuilding: Understanding Different Perspectives* was launched at expert meetings in 2020 and translated into Arabic to broaden outreach, including through distribution by partner organizations in Jordan, Lebanon and Palestine. A digital seminar on the theme *Dialogue in Peacebuilding: Understanding Different Perspectives from the MENA region* was organized together with EcoPeace Middle East. A thematic blog, *Talking about dialogue*, has been launched with contributions from participants in the various activities above.

## 2. Communications

Communication is a key part of the programmatic work and is a prerequisite for achieving both results and visibility. In the planning and implementation of projects and activities, communications, both in the form of products



and as a strategic means, is consistently considered. In principle, all projects and activities generate some form of publication (printed or digital) or other targeted communication. DHF's reports and communication materials are mainly produced internally through a process that includes planning, editing, design, promotion and monitoring. All communications products and activities are compiled annually in a log (Annex 1).

The Covid-19 pandemic has required DHF to adapt and modernize its communications products, strategies and systems. The new situation continues to impose high demands in terms of a rapid transition to new forms of effective communication, which in many respects is both necessary and positive from a climate perspective.

DHF's digital platforms (website and social media) have been developed and adapted for expanded communication, including a focus on data presentation. The web-based platform for visualizing financial data was further developed for the 2020 UN development system financing report. Newsletters, blogs and videos that reflect the Foundation's activities and are published regularly.

DHF published and launched four major reports in 2020:

- *The Art of Leadership in the UN - Framing What's Blue*
- *The International Civil Service: A Reference Compendium for United Nations Personnel*
- *Financing the UN Development System: Time to Walk the Talk*
- *Staying the Course: Funding effective UN responses to COVID-19 while protecting the 2030 Agenda*

The following thematic papers were produced during the year:

- Development Dialogue series:
  - *Implementation of Resolution 2250 – Advancing the Youth Peace and Security agenda*
  - *The United Nations: A Champion for Youth?*
  - *Advancing the Nexus of Human Rights and Peacebuilding*

- International Civil Service – series:
  - *Turning Points: Defining Moments for the International Civil Service at the United Nations*
- Agenda 2030 – High Level Political Forum series:
  - *'Leaving No One Behind': How to Make the High-level Political Forum Transformative*
  - *Leveraging Human Rights Mechanisms to Improve SDG Follow-up and Review*

### 3. Administration

A sound and functioning administration is a prerequisite for a functioning organisation. The external evaluation in 2020 confirms positive development for the Foundation in this regard and administrative developments are continuously being advanced. The organisational development associated with the transition to core support was reported to the Ministry of Foreign Affairs. Extensive and systematic work has been carried out to verify that the Foundation meets the requirements set out in agreements and current regulations. Changes during 2020 include:

- Adoption of guidelines for adapting operations to the current Covid-19 regulations.
- Strengthened internal administrative capacity achieved through the establishment of a new Financial Assistant position.
- Expanded financial reporting, which supplements the annual report with detailed financial reporting.
- Depreciation of fixed assets was introduced based on a plan based on original acquisition values and distributed over the estimated economic life. Major investments in equipment and IT were booked as assets in a digital fixed asset register with monthly depreciation.

## IV. Staff

The staff of the Foundation consist of administrative staff and programmatic staff, responsible for planning, implementing, and monitoring of operations. On a needs basis, external consultants were contracted to contribute with expertise and capacity for specific programmatic areas. At the end of the budget year, 13 people were employed at the Foundation. Vacancies, part-time work, and parental leave contributed to savings and the planned staffing objectives were not fully attained.

## V. Finances

The Foundation received a core support grant of SEK 22,000,000 for its operations in 2020 in accordance with the annual letter of appropriation to the Swedish International Development Cooperation Agency (Sida).<sup>11</sup> The grant was disbursed in one instalment on 28 February 2020.

The Foundation's financial results are presented in the subsequent balance sheet. The content and structure of the Annual Report follows Swedish regulations for Foundations.

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<sup>11</sup> Government reference UD2019/16364/FN.





Dag Hammarskjöld  
Foundation

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