



Dag Hammarskjöld
Foundation



Strategic Framework 2022-2025

Preface

In 2022 we celebrate the 60th anniversary of the Dag Hammarskjöld Foundation. Since its establishment the Foundation has stayed true to its statutes and engaged in wide-ranging activities to advance international development cooperation. By combining a focused work programme with responsiveness and flexibility in applying diverse roles and approaches, the Foundation has aimed to position itself as a dedicated and reliable partner, with its work aligned with ongoing efforts to renew the United Nations and to promote sustainable development, peace, and human rights.

The world has changed dramatically since Hammarskjöld's time in office and continues to do so at ever higher speed. For us to stay relevant, we must assess and adjust our programmatic work. The aim of this Strategic Framework is to set a frame for our operational focus which in turn will guide our continued organisational development. Our priorities are anchored in the development context in which we work and reflect our experiences from the two previous strategic plans as documented in the 2020 evaluation. This new Strategic Framework addresses the need for continuity by maintaining programmatic focus, as well as working methods and partnerships that have proven successful and constitute our comparative advantage. It also introduces programmatic and organisational change.

Multilateral action remains our collective core response to uphold universal values, international law and to promote peace and global agendas, such as the 2030 Agenda for Sustainable Development and the Paris Agreement under the United Nations Framework Convention on Climate Change. To stay relevant, responsive, and responsible we will continue to plan, act, assess and adjust. Over the next five years we will deepen our focus on UN leadership and financing, and on human rights; we will continue our work on peacebuilding and sustaining peace; and we will develop our capacity to advance climate action. The demand for our work continues – so do our efforts to deliver.

Ruth Jacoby
Chair – Board of Trustees

Henrik Hammargren
Executive Director

Our Vision

A peaceful, just and inclusive world where the fundamental values of the United Nations are universally applied.

Our Mission

Building on Dag Hammarskjöld's legacy, we advance dialogue and policy for sustainable development and peace.

Our Vision and Our Mission

Our work is guided by respect for and alignment to the principles outlined in the UN Charter. We focus on advancing peace, human rights, and sustainable development with a focus on poverty alleviation and climate action. Our programmatic activities are designed in annual cycles, operationalising this framework through annual work programmes with a primary purpose of improving the overall development and welfare of low- and middle-income countries, through effective multilateral responses.

In working towards this aim, we strive to strengthen multilateralism with the UN at its centre, as highlighted in the commitments made by all heads of state in the declaration on the 75th anniversary of the UN. In it they underscored that there is no other global organisation with the legitimacy, convening power and normative impact of the United Nations. We provide support to reinforce principled leadership by and within the UN, and to the strengthen international civil service for the implementation of its Charter.

We work to support coherent and effective multi-stakeholder engagement in peacebuilding and sustaining peace and for the prevention of armed conflict through the promotion of dialogue and mediation; strengthening the UN's capacities and resources for peacebuilding; and the application of inclusive approaches for peace.

We strive to reinforce the UN's role in pursuing Agenda 2030 and its Sustainable Development Goals (SDGs). In supporting this aim, we provide analysis of how the UN is resourced and convene and facilitate dialogue and exchanges among diverse stakeholders with the purpose of strengthening partnerships and engagement.

We recognise inclusivity to be a critical element for governance, development and sustaining peace, and promote its advancement through the work of diverse stakeholders who engage in assessments, policy making, implementation and evaluation. The Foundation actively works to identify various forms of exclusion and supports full and equal participation of women and girls, youth, minority indigenous groups and other actors who are typically not at the centre of negotiations, decision-making and implementation.

We recognise that development action must result in change where it is most needed – at local and country level – and that it must be driven by local actors with support from multilateral stakeholders; therefore, we work to actively link global policy and implementation through analysis and facilitation, exchange, learning and inclusive dialogue.

We are an autonomous institution, unaffiliated with any political, religious, or ideological groups, whose work is grounded in the legacy of Dag Hammarskjöld. An international Board of Trustees steers the Foundation's work, ensuring legal and ethical governance and financial management policies. A Secretariat implements the annual work program and budget based on this Strategic Framework. An International Honorary Committee has the mandate to serve in an advisory capacity and to help to promote the vision of the Foundation. Together we serve the purpose of the UN Charter.



The Dag Hammarskjöld Foundation

Dag Hammarskjölds Minnesfond, (Dag Hammarskjöld Foundation) is a non-governmental organisation established in 1962 in memory of the second Secretary-General of the United Nations. The Foundation was established following an initiative by the Swedish Parliament in the aftermath of the 1961 plane crash in which Dag Hammarskjöld, the crew and UN staff members accompanying him, died in Ndola, Zambia. In 1962 the UN General Assembly Resolution 1757 welcomed ‘the initiatives taken by Members of the United Nations in establishing and supporting the Dag Hammarskjöld Foundation as a living memorial devoted primarily to furthering his efforts to promote the objectives of the United Nations’.

Our work is grounded in the values of peace, freedom, social progress, equal rights, and human dignity, enshrined in the Charter of the United Nations and in the Universal Declaration of Human Rights. Our work takes its point of departure in the recognition that the global challenges of growing inequalities, exclusion, armed conflict, and climate change require global leadership to generate global solutions. We believe that multilateral normative frameworks, institutions, and capacities must be supported, and accountability ensured.

Our work builds on the enduring legacy of Dag Hammarskjöld, recognised in the following distinctive areas:

- 1) Promoting respect for the UN Charter, as well as UN conventions, principles, norms and values;
- 2) Defending internationalism, multilateralism, and inclusivity by ensuring engagement with and for all Member States;
- 3) Promoting peace by applying the UN Charter through dialogue and mediation for the prevention and resolution of armed conflicts;
- 4) Furthering economic, social and political development as per the UN Charter;
- 5) Strengthening the UN system by promoting principled leadership and defending and upholding the standards of international civil service.

Hammarskjöld’s legacy and his complex persona reach far beyond these areas, including among other things a love of nature, passion for the arts and languages, and an exploration of philosophy; these aspects further inspire and provide guidance within our work.



This Strategic Framework

This Strategic Framework sets a broad frame that combines focus and flexibility. Our work is driven by demand and by opportunities arising from our long-term engagement as well as from results and trust, which we have gradually built with Member States and development partners within the UN system.

We develop and implement our strategy through a nonlinear process that includes three interlinked and partially overlapping phases stated below and elaborated further in the coming sections:

1

Strategic Positioning provides an overview and analysis of the global context in which we work. The focus in strategic positioning is to gather analysis for making strategic choices.

2

Strategic Choice assesses the analysis gathered against our comparative advantages and considers feasibility to deliver on different areas of work. Priority areas selected will therefore factor in the analysis coming from the first phase and test relevance against feasibility.

3

Strategy in Action provides directions for operationalisation and guidance for developing annual work programmes, supporting implementation, monitoring and evaluation. It articulates how the existing methodology framework (the Blue Book), administration and human resources shall be adjusted to match new demands and includes learning and evaluability of the strategy.



Strategic Positioning

1

The imperative and urgency to find global solutions to pressing global challenges is widely recognised. Since 2015, the world has broadly united around the 2030 Agenda and its 17 SDGs, and in marking the 75th anniversary of the UN in 2020, Member States agreed that interconnected challenges can only be addressed through reinvigorated multilateralism. However, nationalism, protectionism and populism continue to fuel scepticism towards and withdrawal from existing multilateral arrangements, and a retreat to unilateral or bilateral action with international norms increasingly ignored and eroded. Consequently, renewed efforts are needed to sustain and advance multilateral solutions and institutions, particularly the UN. The following trends identify key challenges facing the international community and the multilateral system that are at the centre of the Foundation's work:

- 1) **Multilateralism** is continuously being tested, questioned, and undermined in diverse ways and in various fora. Some have come to describe a multi-polar world in which the work and engagement of the UN is urgently needed; and yet the organisation struggles to assume its deserved role and to attract adequate resources to support its functions. There is an urgent need for strong and courageous leadership at all levels. Funding for multilateral systems is being reduced or withdrawn at a time when they most require an injection of investment. Despite an increase in need, total international humanitarian assistance plateaued in 2020, with a small number of crises continuing to receive the majority of all international humanitarian assistance (the 10 largest recipients received 57%). Nearly three quarters of the people who receive humanitarian assistance are in countries that have been affected by a humanitarian crisis for seven years or more. A worrying disconnect can also be observed between commitments made at the global and normative levels and what takes place at the regional and national levels.
- 2) Research indicates that by 2030, up to two-thirds of the **world's extreme poor** will live in countries characterised by **fragility, conflict and violence** and as of late 2018, only 18 per cent of conflict-affected states were on track to meet SDG targets related to basic needs.¹ As we move into the second year of the Decade of Action, there is deep concern about the possibilities for fulfilling the 2030 Agenda. **Inequalities** in income and in human development have deepened in recent years, having been significantly exacerbated and accelerated by the COVID-19 pandemic and the climate crisis. According to the World Bank, in 2021 the average incomes of people in the bottom 40 per cent of the global income distribution are 6.7 per cent lower than pre-pandemic projections, while those of people in the top 40 per cent are down 2.8 per cent. Rising inequality, lack of opportunity, discrimination, and exclusion are fuelling grievances and perceptions of injustice which in turn fuel violence.
- 3) **Climate change poses an existential threat** to humanity and yet is not receiving the policy attention or financing so urgently needed to make required changes to avert worst case scenarios. In its August 2021 report, the Intergovernmental Panel on Climate Change warned that we are at imminent

¹ Emma Samman, Paula Lucci, Jessica Hagen-Zanker, Tanvi Bhatkal, Amanda Telias Simunovic, Susan Nicolai, Elizabeth Stuart and Charlotte Caron, *SDG progress Fragility, crisis and leaving no one behind*, (London: Overseas Development Institute & International Rescue Committee, 2018), www.rescue.org/sites/default/files/document/3260/odireport.pdf.

risk of hitting the dangerous threshold of 1,5 degrees Celsius in the near term. The 2015 landmark Paris Agreement, the first binding agreement that brings all nations into a common cause to undertake ambitious efforts to combat climate change and adapt to its effects, was an important step. To accelerate implementation of the commitments made in the agreement, in his recently published report on ‘*Our Common Agenda*’ the UN Secretary-General urges all Member States to declare a climate emergency and to respond accordingly.

- 4) In February 2020, the Secretary-General launched ‘*A Call to Action for Human Rights*’, reaffirmed in his more recent report on ‘*Our Common Agenda*’, highlighting grave concerns about an **escalation in human rights abuses** affecting numerous countries, and challenges to international human rights norms. Unfortunately, the strong diagnosis included in the Call to Action was not complemented by equally powerful prescriptions to empower the UN’s Human Rights pillar which remains the most under-funded pillar. In 2021, only 4% of the overall UN regular budget (excl. humanitarian affairs) was allocated to the human rights pillar (129 million) which represents a 0.5% increase since 2016. Relatedly, there has been alarming evidence of **democratic backsliding and shrinking civic space** in many countries and regions around the world that has been accelerated by the pandemic. According to Human Rights Watch, since January 2020, at least 83 governments have used the COVID-19 pandemic as an opportunity to silence critics and to adopt new repressive laws criminalising speech. Democratic recession is also deepening. Following 15 consecutive years of democratic decline the situation has become increasingly global in nature with nearly 75 per cent of the world’s population in 2020 living in a country that faced democratic deterioration.

- 5) Global developments, including the negative impact of the COVID-19 pandemic, have affected women disproportionately and have contributed to **increasing gender inequality**. According to the World Economic Forum, globally, the average distance completed to **gender parity** is at 68%, a step back compared to 2020 (-0.6 percentage points), which is mainly driven by a decline in the performance of large countries. On this trajectory, it is estimated that it will take 135.6 years to close the gender gap worldwide.² Disaggregated by category, we see that while in educational attainment and health and survival the gender gap is nearly closed (at 95 per cent), projections show that at the current rate it will take 145.5 years to attain gender parity in politics, and 267.6 years to close the gap in access to economic participation and opportunity. In assessments completed by UN Women and civil society groups on the impact of the COVID-19 pandemic on women and girls, analysis shows an increase in violence, as well as rising hunger and poverty, with school closures making girls more vulnerable to sexual harassment, exploitation, and child marriage.
- 6) **Armed conflicts and violence continue and take on new forms**. In 2019, 54 armed conflicts were recorded as active state-based conflicts – the highest number in the post-1946 period – matching the previous peak year of 2016.³ In 2020, peacefulness is reported to have declined on average per country by 0.34 per cent. Overall, this is the ninth decline in peacefulness in the last twelve years, with 80 countries recording deteriorations over the past year.⁴ Trends that have transformed conflicts over the recent years include unresolved regional tensions; organised crime and urban violence; cyber warfare; violent extremism; and new technologies such as AI. Exacerbating these risks and threats to peace and security is the growing distrust by

² World Economic Forum, *Global Gender Gap Report 2021*, (Geneva: World Economic Forum, 2021), www3.weforum.org/docs/WEF_GGGR_2021.pdf.

³ Júlia Palik, Siri Aas Rustad, Fredrik Methi, *Conflict Trends: A Global Overview, 1946–2019*, (Oslo: Peace Research Institute Oslo), www.prio.org/publications/12442.

⁴ Institute for Economics & Peace, *Global Peace Index 2020: Measuring Peace in a Complex World* (Sydney: Institute for Economics & Peace), <http://visionofhumanity.org/reports>.

populations of governance structures and an overall fraying of the social contract that has manifested itself in widespread social and protest movements in recent years, across numerous countries around the globe.

Despite these severe challenges, we have also seen positive developments in recent years that offer not only hope, but a basis for increased collaboration, resources that can be leveraged in new ways and an overriding will to do what it takes to overcome barriers and to ensure a more sustainable future for generations to come.

- The year 2015, referred to fondly as the ‘Year of Multilateralism’, was a defining period for the UN System and beyond: the Addis Ababa Action Agenda on financing for development; the 2030 Agenda for Sustainable Development and its 17 SDGs; and the Paris Agreement on climate change were all adopted in a single year. Member States signalled a clear path towards **more cooperation and a stronger collective voice to tackle the most pressing challenges in a more interconnected world**. The adoption of these landmark agendas marked a new era which recognised that a sustainable and peaceful future was one that included all, and this universal and ambitious action plan placed the UN firmly at the centre of global affairs.
 - According to the World Youth Report, estimates indicate that young people (15 to 24 years old) number 1.21 billion and account for 15.5 per cent of the global population, with projections suggesting that the youth cohort will reach 1.29 billion (15.1 per cent of the world total) by 2030. (In some parts of the world, including Sub-Saharan Africa that number is as high as 22 per cent). This **youth population is more connected globally than any previous generation**, and are aware of sustainability issues, including the threats of the climate crisis, resource scarcity and the impacts of armed violence. These young people are also more aware of their rights, have greater access to information and potential outlets to channel their creativity, innovation, lived experiences and interests. In his report on ‘*Our*
- Common Agenda*’, the Secretary- General highlights the importance of investing in younger generations and calls on all stakeholders to consider specific steps to account for the interests of future generations in national and global decision making under the principle of intergenerational equity.
- The world has never been as rich as it is today with **global wealth expanding and access to new technologies**, including those enabling communication and access to data, increasing dramatically. Before COVID-19, rates of global extreme poverty were steadily declining with millions having been lifted above the poverty line and experiencing improvement in their quality of life. The impact of the pandemic on these positive developments, however, must not be underestimated, with the decline in income noted above having translated into a sharp increase in global poverty. According to the World Bank, about 97 million more people are living on less than \$1.90 a day because of the pandemic, increasing the global poverty rate from 7.8 to 9.1 per cent; 163 million more are living on less than \$5.50 a day. Globally, three to four years of progress toward ending extreme poverty are estimated to have been lost.
 - Recent years have seen a **proliferation in partnerships, including public-private coalitions** and initiatives such as those forged through the Global Compact, and others that have been established at the global, regional, or national level to support implementation of the SDGs.
 - Multilateral action needs to join up and build on the positive elements above, responding to calls for deepened solidarity, to forge a path towards a future in which peace prevails, global public goods are protected, and the 2030 Agenda is not an aspiration but an achievable set of goals for all countries of the world.



Strategic Choice

The strategy for the period 2022–25 identifies one overarching strategic objective for our programmatic work that will be advanced through three strategic priorities within four thematic areas. These dimensions of the strategy are deliberate choices that are made based on the strategic positioning. The Strategic Framework is intended as a roadmap, defining direction, and encouraging flexibility and innovation over the coming years in a way that balances continuity with gradual change and growth. The framework builds on results from implementing the previous two strategies and reflects findings from the 2020 evaluation.

Strategic objective, priorities, and thematic focus areas

Strategic objective

Our strategic objective is to contribute to constructive multilateral action, with the United Nations at its centre, that supports implementation of agreed international norms, standards and global commitments⁵. Effective multilateralism requires brave and accountable multilateral leadership and a UN that is adequately resourced to meet Member States' expectations and the rightful aspirations of citizens, with priority given to those furthest behind.

Strategic priorities

Leadership: Supporting principled, inclusive, and creative UN leadership that advances peace, sustainable development and human rights. In supporting UN leadership (institutional and individual), we strive to widen the space for and acknowledgement of the role of an international civil service anchored in ethics and integrity. We also seek to promote accountability and inclusivity in leadership exercised within the framework of the UN Charter with special focus on leadership at the country level.

Resources: Aiming to ensure a UN that is adequately, predictably, and sustainably resourced to fulfil its role at the centre of a strong and transparent multilateral system. The Foundation serves as a knowledge provider and promotes dialogue on improving the level and quality of UN financing. These efforts encompass discourse and actions needed to reduce fragmentation, for leveraging and expanding partnerships, not least with the private sector, and on scaling up and diversifying innovative financing arrangements for advancing sustainable development, socio-economic transformation, and human rights.

Inclusivity: Promoting inclusivity as a critical aspect of governance, development and sustaining peace. The Foundation actively works to identify various forms of exclusion – making a particular effort to recognise aspects of intersectionality – and supports full and equal participation of women and girls. We strive to advance the engagement of youth, minority groups, indigenous populations and other actors who are typically not at the centre of negotiations, decision-making and implementation. In doing so we aim to identify progressive efforts at the country and regional levels while contributing to greater understanding, promoting dialogue, and catalysing actions to counter discrimination and racism.

⁵ The UN Charter and the Universal Declaration of Human Rights and Human rights instruments, the 2030 Agenda, UN@75 declaration, the Paris Agreement, the Sustaining Peace resolutions.



Thematic focus areas

Global Governance: We will stimulate and facilitate dialogue for stronger engagement and leadership on the protection, resourcing, and advancement of global public goods and the roles that multilateral actors, in particular the UN, do and can play in this area. We will promote awareness and deepened understanding on the state of financing for the UN System for the purpose of enabling more informed Member State engagement and action.

Peacebuilding and Sustaining Peace: We will support dialogue and mediation for the prevention and resolution of violent conflict; contribute to deeper analysis and understanding of peace processes and efforts to address fragility; and promote initiatives to strengthen a new social contract, outlined in the Secretary General's report on '*Our Common Agenda*' as the understanding within a society of how people solve shared problems, manage risks and pool resources to deliver public goods, as well as how their collective institutions and norms operate. We will support operationalisation of the Sustaining Peace agenda, with a specific focus on inclusivity in peacebuilding, implementation of the Women, Peace and Security (WPS) and Youth, Peace and Security (YPS) Agendas.

Human rights: We will advance analysis, dialogue, and multi-stakeholder engagement to strengthen the UN's work on human rights, including in follow up to the Secretary-General's '*Call for Action on Human Rights*'. With this aim we will place a specific focus on financing for the UN's normative work and the complementarity in the application of human rights mechanisms, specifically Special Procedures, for advancing peacebuilding and prevention. We will explore best practice by UN Country Teams, under the leadership of Resident Coordinators, in reflecting human rights dimensions in all levels of UN strategies (in particular, the *Leaving No One Behind* principle of the 2030 Agenda). The aim of this effort is to promote inclusive dialogue on and to strengthen support for national stakeholders with Universal Periodic Review (UPR) processes, treaty body reviews and Voluntary National

Review (VNR) reports, as well as the implementation of and accountability for action on the recommendations from such processes.

Climate action: We will promote analysis and dialogue on leadership and multilateral financing for climate action. In this effort, we aim to complement and strengthen the work of other stakeholders in supporting preparations for and outcomes of key global policy meetings while promoting greater coherence. We also will explore opportunities for promoting awareness of and action on the Convention on Biological Diversity.

The Annual Work Programmes

We operationalise the Strategic Framework in Annual Work Programmes through projects that vary in scope and that deliver one or several outputs. Projects are outlined with detailed objectives and expected results and are managed through internal project documents in accordance with agreed methodology. The Annual Work Programme also delineates how programmatic work is supported through administration, communications, and operations, and includes a budgeting framework.

During the strategy period, the Annual Work Programme will reflect different phases of operationalisation, sequencing change within the organisation and in programmatic work as follows:

First phase (2022) – continuation and gradual change:

Continued work on current projects including refinements and transitions to new phases of work, gradual phasing out of select initiatives that fall outside the new strategic framework. Adjustments to administration and programmatic methodology development reflecting the new strategic framework. Initiate a shift towards an increased focus on human rights and developing approaches on climate action. Build new teams for strategic communication and administration. Strengthen administrative routines to facilitate delegation of resources and responsibilities

across the organisation. Launch and activate our International Honorary Committee.

Second Phase (2023–24) – strategic alignment:

Increased focus in programmatic work on the future of multilateralism and ramping up of engagement and analysis at the country and regional levels. Roll out of climate action related projects. Advance our engagement in leadership training, including through the provision of residency opportunities. Ongoing monitoring and follow-up, including individual project assessments.

Third Phase (2025) – assessment and adjustment:

Evaluation, response and institutionalisation of learning. Strategic positioning analysis and planning for the next Strategic Framework.



Strategy in Action

The Strategic Framework is implemented through projects that are defined with allocated resources in the Annual Work Programme and Budget. To execute all dimensions of the strategy we must focus our actions; understand and employ different roles; develop and work through diverse partnerships; and ensure effective and strategic communication. Our programmatic work rests on a principled and practical approach where flexibility and responsiveness to emerging opportunities is central and basic principles of results-based management are applied. This requires us to systematically draw on, apply and adhere to a variety of internal tools and guidance documents, including our Handbook on Methods⁶ and our Working Procedures.⁷

Implementation focus

In implementing the Strategic Framework, we will strive to balance agility and adaptiveness. This will allow us to engage in innovative approaches even if and when new opportunities are not fully defined or tested but are assumed to be strategic and in demand with predictable initiatives that are pre-defined in Annual Work Programmes. In doing so, we will:

- support innovative work by producing relevant and high-quality analysis that, through effective and targeted communication, inspires action and links research, policy, and implementation.
- work with local, national, regional, and international actors to advance UN policy, striving to connect headquarter and country level perspectives and to balance engagement between these different levels across diverse regions and countries.
- facilitate formal and informal dialogue with and among UN representatives, Member States and civil society, and work as a professional convener with creative approaches when organising meetings and training.

Roles

We apply and combine the following roles to implement projects:

- 1) **Knowledge production and management:** We support and generate new perspectives and ideas to stimulate dialogue and action for addressing global problems in need of collective, multilateral solutions. We do so by producing and managing knowledge and data, and by connecting stakeholders and sources of analysis across global, regional, and country levels. We facilitate reflection and analysis on the application of and adherence to agreed policy through the examination of actual changes taking place. Conclusions are made on remaining challenges and how to overcome them. New knowledge on how to advance change and increase accountability is co-created with partners. Findings are intended to inform multilateral stakeholders, development actors and wider public discourse through reports, publications, learning events and policy dialogue at the global, regional, and country levels.

⁶ The Foundation's Handbook, *the Blue Book* is a compilation of all material that regulates work within the organisation. It aims to clarify organisational structures, rules, regulations, procedures for oversight and control as well as methodology for programmatic work and practical administration.

⁷ The Foundation's Working Procedures outline operational entities and clarify roles and procedures of the Board of Trustees and the Secretariat. It also provides programmatic and administrative guidelines and identifies standards for documentation, monitoring and evaluation. Administration of foundations is also regulated by a specific law, *Stiftelseslag* (1994:1220)

- 2) **Communicator:** Through seminars, publications, and online content and engagement, we communicate data, analysis and experiences, with the aim of changing the attitudes and behaviours of our target audiences.
- 3) **Convener and Facilitator:** We act as a convener and/or facilitator to stimulate dialogue between stakeholders with the aim to improve understanding and to search for common ground that enables agreement on policies; to encourage reflection and accountability; and to catalyse action. As an organisation with access to international policymakers and policy processes, and with a history of working with civil society organisations, we will continue to use our position to promote inclusive consultations.
- 4) **Training provider:** Relevant stakeholders may not always be aware of research and good practices, which may contribute to ill-informed actions and decision making. As identified in our Statutes, we engage in capacity building activities and provides content for training programmes on selected issues to specific target groups. Training activities contribute to expanding our network and provide channels for dissemination of knowledge products to new audiences.

Strategic partnerships

We work in formal and informal partnership to promote inclusivity, coordinate efforts and to increase impact. By identifying and seeking strategic collaborations with relevant multilateral, governmental, and civil society institutions at the national, regional, and global level, we strive to avoid duplication and negative competition, and to improve the quality, relevance, and outreach of our work.

Dag Hammarskjöld's name and legacy constitute our foremost comparative advantage, which affords us considerable trust, authority, and legitimacy among key stakeholders, particularly those within the UN System,

distinguishing us from our peers and engendering confidence in our work. Our (operational and financial) flexibility and independence enable us to respond quickly to partner feedback and address emerging needs and opportunities as they arise.

Strategic communication

Communication is integral for reaching and reporting results and is therefore a core element of implementing the Strategic Framework. The way in which and with whom we communicate drives results. Our work in communications has progressed significantly over the years but has focused on the quality and packaging of our content, and we now need to strengthen our ability to better define and influence our target audiences. We need to continue to be innovative in the ways we communicate but also deliberate in whom we reach.

In this strategy period we will therefore make considerable investments both in time and resources to increase our in-house capacity to successfully identify, reach, and engage with our target audiences. We will build on the communications analysis initiated during the previous strategy period to identify new audiences who have influence in our sphere but will also improve segmentation of the audience we already have. This means we will strengthen our engagement with stakeholders beyond likeminded audiences and deepen our outreach at the country level.

We will continue to explore different tools and channels to reach these audiences, making sure we deliver the right messages in the right manner and at the right time. We will use our publications, website, blog, newsletter, social media, events, workshops, and multimedia content to tailor our messages and outreach, striving to also offer more of this content in different languages. We will continue to invest in the quality of our products and will also research and try new trends in digital and print communications, adapting and evaluating our outputs as necessary.

We will also work to implement an audience-centred approach in our communications work, seeking responsive feedback as opposed to one-way information relaying. This will increase the audience's engagement in our own work and improve our ability to document and communicate our results. We will continue to build coalitions with our partners to amplify our common messages and bring about the change we seek.

Applying results-based management

Our approach to results-based management is based on OECD terminology as outlined in our Working Procedures. By applying results-based management we strive to optimise achievements by continuously assessing and learning from successes and failures and adapt our engagement based on the lessons observed and learned.

Project management at the Foundation covers three essential elements: documentation on what is to be achieved and why; how the objectives will be achieved including assumptions and intervention logic; and how our actions will be monitored and followed-up. These elements are elaborated on a project basis in internal project documents as per guidelines articulated in our Handbook on Methods. During implementation of the strategy, the Foundation will continue to advance work that has been ongoing to develop a more robust approach to monitoring, reporting on and communicating results, which is informed by internal learning from previous strategies and by the 2020 evaluation.

A comprehensive evaluation of results will be done in multi-year assessments and evaluations. A longer-term assessment of results will be sequenced in ways that promote learning and credibility and inform the revision of future strategy cycles.

Our working methods

In selecting programmatic activities aligned with our vision, mission and strategic objective, we acknowledge the importance of leading strategy through dynamic and agile approaches and managing programmatic work in accountable and predictable ways. Feedback and learning from previous strategy phases inform the selection and design of programmatic work, ensuring that it is adapted to meet the demands and needs of stakeholders and emerging opportunities. At the same time, we will continue to invest in strategic communication and documentation of assumptions, identified drivers of change and achievement of results.

In aiming to advance dialogue and to contribute to the realisation of agreed policy for sustainable development and peace, we do not apply pre-positioned opinions or solutions, and we do not seek attribution for or visibility of our engagement. Throughout the annual work programme cycle and in staff retreats, we reflect on the reasons for achievements and lack of achievements, to inform programmatic adjustments and as a source of organisation-wide learning and improvement in our applied result methodology.

Governance

Governance, entities, and resources

This Strategic Framework is approved by the Board of Trustees. It will be implemented through Annual Work Programmes, as stipulated by our Statutes, and further guided by our Working Procedures. Our International Honorary Committee, also established by the Statutes, has a mandate to serve in an advisory capacity to support programmatic work. Administrative and financial matters, including financial delegation of authority, are regulated in our Working Procedures. An Annual Report that is submitted to the Board and the Ministry for Foreign Affairs constitutes our official financial accountancy, and a financial audit is carried out annually by a certified auditor appointed by the Government.

Annual Work Programmes, developed by the Secretariat, clarify content and budgeting for all areas of work; administration, communication and programmatic work. We implement our programmatic work through projects for which the methodology applied is explained and documented in project concept documents that guide planning, implementation, and evaluation. Working methods are detailed in our Handbook on Methods.

It is the responsibility of the Executive Director (ED), under the oversight of the Board, to ensure that resources are optimally assigned to operationalise this Strategic Framework. The staff of the Foundation consist of administrative, communication and programmatic staff. A management group, consisting of the ED and two Programme Directors, is responsible for planning, execution, monitoring and reporting of all programmatic activities. The management group is supported by a Financial and Administrative Manager and the Head of Communications. External advisors and consultants contribute with expertise and capacity for specific programmatic areas. In 2021 we operated with 15 employees. During the implementation of this Strategic Framework, we will continue to invest in staff capacity

in all three core functions: Finance and Administration; Programmatic work and Communications. Our headquarters are located at the Dag Hammarskjöld Centre in Uppsala and since 2014 we have operated with a co-ordination office in New York.

Monitoring, reporting and evaluation

All programmatic work, projects, and activities, are captured in an internal Project Monitoring Matrix, providing information on management, budget, risk assessment and implementation status. The Matrix includes an events log with an overview of seminars/workshops, public events, consultations, and training activities. It includes information on each event date, location, number of participants, format, and external collaboration. Communication outputs are also recorded providing detailed information on publications and communication activities.

The Annual Report is our main instrument for reporting on programmatic activities and on outputs and results. During the implementation of this Strategic Framework, we will expand our reporting format and initiate a system of reporting our work and results to our founder, the Swedish Parliament, thereby seeking dialogue opportunities in relation to our engagement and long-term results and to invite feed-back on our strategic direction.

An external evaluation of our work and results will be carried out by latest 30 April 2025. An independent evaluator will be contracted to assess the relevance, effectiveness, outcomes, impact, and results covering the period 2021-2024 and formulate recommendations on how to adjust and improve implementation and learning in future strategic periods.



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