



Dag Hammarskjöld
Foundation

Dag Hammarskjöld Foundation

Annual Report 2023



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**Dag Hammarskjöld's legacy shapes
our United Nations to this day –
as a force for peace, an impartial
broker, a guardian of human rights
and a beacon of hope.**

UN Secretary-General António Guterres, 2022



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Table of contents

Preface	4
2023 in pictures	6
The work began in September 1961	7
Our mission	8
Our vision	8
The legacy of Dag Hammarskjöld	8
Lessons learnt from Ukraine, Belarus and the Western Balkans shared at Stockholm Forum	10
The Peacebuilding Commission and the New Agenda for Peace	12
Focus on Youth, Peace and Security	13
The UN Deputy Secretary-General delivered the annual Dag Hammar- skjöld Lecture in Uppsala	14
Intersectionality from theory to action	16
Financing the UN Development System report	18
Just a minute... ..	20
'In a globalised world, human rights must also be global'	22
Ndola Commemoration – memory of Dag Hammarskjöld honoured ...	26
Numbers of the Foundation	27
Restoring hope in the world can service Hammarskjöld's legacy	28
Roundtable on multilateralism with two Presidents of the United Nations General Assembly	30
The Global Goals guide the work	32
Programme Activities 2023	35
Peacebuilding and sustaining peace	36
UN Leadership	38
Financing the UN Development System	40
Human rights and inclusivity	42
Multilateralism	44
Annual Report 2023	47
Annexes	58

Preface

2023 was a year of dramatically escalating global crises and armed conflicts, especially Russia's full invasion of Ukraine and the devastating war in Gaza following Hamas' attack on Israel. At the Dag Hammarskjöld Foundation, we focus on fostering constructive engagement in and dedication to the UN system to improve its effectiveness and to support multilateralism that can meet the evolving global needs of development, peacebuilding, and humanitarian action.

In 2023, we were reminded of the enduring relevance of Dag Hammarskjöld's values and work. The Foundation organised events underscoring the importance of connecting the Sustainable Development Goals, peace, and human rights, highlighting both the progress made and the ongoing struggles faced by individuals and communities worldwide.

The annual Dag Hammarskjöld Lecture, delivered by UN Deputy Secretary-General Amina J. Mohammed, outlined the pressing development needs of the most vulnerable countries and populations in the world, reflecting Hammarskjöld's principles of putting those most disadvantaged at the forefront. In December, we were honoured to welcome the family of Nobel Peace Prize laureate Narges Mohammadi, imprisoned in Iran, whose story offers a poignant reminder of the courage it takes to defend human rights. The European Union's United Nations Working Party (CONUN) visited the Foundation in June, providing an opportunity to discuss partnerships and strategies in working to advance these themes. Our ongoing collaboration with the UN Secretary-General's High-Level Advisory Board (HLAB) included seminars on their outcome report, and in September we met with President Csaba Kőrösi in Uppsala to discuss the General Assembly's role in an increasingly polarised world.

For the UN to remain effective, it must prevent conflicts and sustain peace. For over a decade, we have worked closely with the UN's Peacebuilding Architecture, intensifying efforts to develop the Peacebuilding Commission, strengthen the Peacebuilding Support Office, and advance peacebuilding financing, including through the Secretary-General's Peacebuilding Fund. In 2023, we organi-

sed sessions at the Stockholm Forum on Peace and Development to explore strategies for supporting peacebuilding in Ukraine, drawing lessons from the Western Balkans. In a separate session, representatives of the 2022 Nobel Peace Prize Laureates from Ukraine and Belarus shared how civil society organisations advance democracy and peace in extreme contexts. Through our engagement in the 'Investing and Partnering with Youth for Peace' project, we expanded knowledge on and engagement in youth inclusion in peacebuilding processes, particularly among private sector actors.

Multilateral leadership and inclusive participation are crucial for peacebuilding and development. In 2023, we prepared our third publication on UN leadership. We participated in the European Humanitarian Forum and conducted the International Training in Dialogue and Mediation (ITDM) in collaboration with Uppsala University. We also released the 65th volume in our Development Dialogue report series: *'Intersectionality: Experiences, Views and Visions for Change'*.

With the UN Multi-Partner Trust Fund Office, we published the ninth edition of *'Financing the UN Development System'*. This report has become a key reference for Member States and the UN, offering valuable insights into multilateral financing and guidance to improve funding strategies for global goals.

Presenting results in development cooperation requires a recognition of how immediate outputs contribute to the gradual, systemic changes that drive lasting impact. These achievements rely on sustained collective efforts by colleagues, partners, and funders. As I step down after nine intense and rewarding years as Executive Director at the Foundation, I do so with profound respect and gratitude for all we have achieved together. Our shared commitment to Dag Hammarskjöld's ideals — peace, development, and internationalism — has guided our work and will continue to inspire future efforts.

February 2024

Henrik Hammargren
Executive Director



Dag Hammarskjöld Foundation is located in the Dag Hammarskjöld Center in Geijersgården in Uppsala.



2023 in pictures

1) Ms. Inese Lībiņa-Egnere, Minister of Justice of the Republic of Latvia, paying respect at Dag Hammarskjöld's grave. 2) UN Deputy Secretary-General Amina J. Mohammed in selfie with Uppsala students. 3) Presentation for the EU working party CONUN. 4) H.E. Csaba Kőrösi, President of the 77th United Nations General Assembly, signing the Foundation's guestbook. 5) Ndola Commemoration at Dag Hammarskjöld's grave. 6) Launch of the Financing the UN Development System report in Stockholm. 7) IPYP report launch in Abidjan. 8) Simone Hagfeldt and José Alvarado at SIPRI Forum. 9) Nobel Peace Prize laureate's family signing guest book at Uppsala University Library.

The work began in September 1961

On 18 September 1961, Dag Hammarskjöld and everyone on board were killed in a plane crash during the approach for a mediation meeting during the Congo crisis in Ndola, now Zambia. Immediately after the news reached Stockholm, the Swedish Parliament and government convened.

On 22 September 1961, the Swedish Prime Minister and the Speaker of the Parliament signed a decision on a collection to honor Hammarskjöld's memory, and work began on setting up a foundation.

On 2 March 1962, the statutes of the newly established Dag Hammarskjöld Foundation were adopted. National fundraising continued and work began on designing the activities.

On 23 October 1962, the Dag Hammarskjöld Foundation

was welcomed by the United Nations General Assembly through Resolution A/RES/1757(XVII):

'The General Assembly, /---/Notes with satisfaction 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.'

On 8 November 1968, the Foundation's charter was promulgated and the organisation assumed its current form. Since then, the Dag Hammarskjöld Foundation has served various purposes for the UN and for international development cooperation.

The Dag Hammarskjöld Foundation

The Dag Hammarskjöld Foundation is an independent, non-governmental and non-grant giving foundation established by the Government of Sweden on the initiative of the Swedish Parliament. In accordance with its statutes the Foundation has its seat and office in the Dag Hammarskjöld Center in Geijersgården at Övre Slottsgatan in Uppsala.

The activities of the Foundation are carried out by a Secretariat headed by an Executive Director. The Executive Director is responsible for planning, implementing and monitoring the activities decided by the Board.

The Foundation is mainly financed by organisational support from the Swedish Government through the Ministry for Foreign Affairs.

The Board of Trustees

The Dag Hammarskjöld Foundation is managed by an elected board of seven members. The board includes members proposed by UN Secretary-General's Office, the Hammarskjöld family, the Swedish Association of Universities and Colleges and the Ministry for Foreign Affairs. The Board appoints its members and, from among its members, a chairperson.

The Chair of the Board since 2019, Ruth Jacoby, left her position on 31 December 2023, and is succeeded by the newly elected Board Member Hans Wallmark. Other members are Ann-Sofie Nilsson (who left the Board in October), Paula Caballero, Erik Hammarskjöld, Cecilia Malmström, Joakim Kreutz and Astrid Thors.

The Secretariat

The Foundation's employed staff at the Secretariat at the Dag Hammarskjöld Center in Uppsala is responsible for finance, administration and communication as well as for planning, implementation and follow-up of the programme activities. In December 2023, the Foundation had 13 employees. The Foundation also has six external senior advisors and, when needed, consultants who provide expertise in the different programme areas.

Strategic framework

In 2021, an extensive process was carried out to design a new strategic framework based on past experience and an evaluation of operations. The current strategic framework covers the period 2022-2025. The framework is operationalised through annual work plans which, in accordance with the Statutes, are adopted by the Board of Trustees.

Our mission

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

Our vision

Our vision is a peaceful and just world where the fundamental values of the United Nations are universally applied.

The legacy of Dag Hammarskjöld

Dag Hammarskjöld was Secretary-General of the United Nations from 1953 until his death in 1961, when he was killed in a plane crash during a mediation mission related to the Congo crisis. In his role as Secretary-General, he became known for his courage, integrity and strong ethical values.

The work of the Foundation builds on the legacy of Dag Hammarskjöld and his highly valued contributions in the following areas:

1. Promoting respect for the UN Charter, as well as for UN conventions, principles, norms and values.
2. Defending internationalism, multilateralism and inclusiveness 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 resolutions 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 public service.

Dag Hammarskjöld's legacy and his complex persona reach far beyond these areas. His love of nature and passion for the arts, languages and philosophy inspire and provide guidance within our work.



Lessons learnt from Ukraine, Belarus and the Western Balkans shared at Stockholm Forum

This year the Foundation continued its collaboration with the Stockholm International Peace Research Institute (SIPRI) by participating in the Stockholm Forum on Peace and Development in May. The 2023 theme, 'Seeking Solutions for Turbulent Times', spoke to the impact of the COVID-19 pandemic and a general concern for a planet facing many challenges.

Together with several organisations the Foundation hosted two panel discussions with a unique angle on Human Rights, Ukraine and the Western Balkans. In addition, the Foundation's information booth provided a chance for broader stakeholder outreach to the over 300 attendees from the peace and

conflict research and policy arena, ranging from think tanks to private and public sector institutions as well as civil society organisations.

The first panel, 'The lessons learnt from the Balkan wars of the 1990s and the parallel processes of peacebuilding, institution building and development over the past 30 years', was facilitated by Edit Morin-Kovacs, Programme Manager for Multilateralism.

The panellists included national experts, politicians and the academic sector, namely Sabina Ćudić, member of the House of Representatives of Parliament of the Federation in Bosnia and Herzegovina; Roland Kostić, Director of the Hugo Valentin Centre at Uppsala University; Naim Rashiti Executive Director of Balkans Group from Kosovo; Radmila Shekerinska, former deputy Prime Minister in charge of European Integration and Foreign Aid Coordination and former Minister of Defence from North Macedonia. They all reflected on the challenges, shortcomings and opportunities explored, applied and missed.

The panellists shared ideas and experiences highlighting positive elements and pointing to the pitfalls in the future processes of reconstruction, peacebuilding and international cooperation plans with and for Ukraine, suffering under Russian aggression.

This was a candid conversation with the expression of critical views on the relevance and applicability of liberal peacebuilding with its past and present challenges.



From left to right: Radmila Shekerinska, Edit Morin-Kovacs, Roland Kostić, Sabina Ćudić, Naim Rashiti and Armend Bekaj at Stockholm Forum.



From left: Jemina Holmberg, Programme Manager for Human Rights at Dag Hammarskjöld Foundation who organised the panel with the 2022 Nobel Peace Prize Laureates, together with the panellists Alena Laptionak, Alena Masliukova and Yevgeniya Kubach at Stockholm Forum.

'We heard a mix of good and bad lessons, some that would give reason to cautiously celebrate, and some others which reflect that the issues causing underlying tensions and leading to conflict or war do not cease to exist by a one-off intervention lacking long-term commitment' said Edit Morin-Kovacs.

'This is an important conversation to continue, to bridge between the region and Ukraine in the European security space, in the context of shifting geopolitical dynamics, with the EU enlargement at its centre, but also beyond the geographical scope of Europe', she concluded.



'You cannot be a pessimist if you are a human rights defender. Optimism is a core principle driving this tireless work to build peace.'

The second panel, 'Advancing peace during war: Lessons and reflections from the region's people-powered movements', continued a relationship that began with a visit from the 2022 Nobel Peace Prize Laureates to Uppsala in December 2022. On this occasion Humanity United joined the panel as co-host.

On the podium were Yevgeniya Kubach and Alena Laptionak representing the Center for Civil Liberties in Ukraine, Alena Masliukova from the Human Rights Center 'Viasna' representing Ales Bjaljatski, human rights defender jailed in Belarus, and Ivan Marović, Executive Director of International Center on Nonviolent Conflict. The session was moderated by Bryan Sims, Senior Manager at Humanity United.

Central to their human rights work, the Nobel Peace Prize Laureates delivered the vital message that 'people' are the most important resource for democratisation and

peace.

The SIPRI Forum participants were reminded that collaboration between people and movements across borders around shared values has the potential to build power and drive change, even against authoritarianism and war.

A sense of urgency permeated the telling of shared experiences and how local civil society organisations are working in very difficult contexts. A request went out to the many present as a representation of the international community to see human rights defenders as allies for democracy and peace. This appeal came from organisations asking for partnership and not just as organisations who need help.

The panellists closed an engaging session by saying, 'You cannot be a pessimist if you are a human rights defender. Optimism is a core principle driving this tireless work to build peace.' ♦



The Peacebuilding Commission and the New Agenda for Peace

About the Peacebuilding Commission (PBC)

The Peacebuilding Commission is an intergovernmental advisory body that supports peace efforts in conflict-affected countries.

The PBC is composed of 31 Member States, most of which are elected from the General Assembly, the Security Council, and the Economic and Social Council.

In addition, the top financial contributing countries and the top troop-contributing countries to the United Nations system are included.

Source: un.org/peacebuilding

Ten years running the Foundation continued supporting the United Nations Peacebuilding Commission (PBC). In partnership with the UN Department of Political and Peacebuilding Affairs (DPPA), the Foundation co-organised an informal two-day retreat titled 'The Peacebuilding Commission in a new era for peace' in July 2023 in New York, USA.

The 40 plus participants, ranging from PBC Member State ambassadors, the General Assembly and the Economic and Social Council Presidents to senior UN officials, were actively engaged in the discussions. It was an opportunity to build on the momentum of the Secretary-General's New Agenda for Peace and find ways to strengthen the work of the PBC within the broader peace and security arena. The overall peace initiatives of the UN were some of the central points discussed.

Throughout the year the Foundation's Sustaining Peace team also facilitated the Operationalising Sustaining Peace Roundtable series in New York in partnership with the Norwegian Institute of International Affairs, the Global Network of Women Peacebuilders and the Global Partnership for the Prevention of Armed Conflict.

The first session was called 'How can integrated climate responses contribute to sustaining peace: The role of the Peacebuilding Commission?', a hybrid discussion in February. This was followed by the 'Lessons Learned from the Peacebuilding Commission's Work: The impact of political accompaniment at the country level' seminar in June and 'What is after the New Agenda for Peace? Assessing opportunities and next steps for the Peacebuilding Commission', in



Pictured from the left: Catherine Howell (researcher and report co-author), Sarra Messaoudi (MENA Coalition on Youth, Peace and Security) and Benjamin Claeson, Programme Manager at Dag Hammarskjöld Foundation, at the African Resilience Forum in Abidjan, Côte d'Ivoire, in October 2023.

Focus on Youth, Peace and Security

The Foundation's work on Youth, Peace and Security gained momentum during 2023 with the Foundation acting as a catalyst and central driver of processes, attending conferences, researching and leading fundraising for sustained peacebuilding in the youth peacebuilding community.

The Foundation participated in the Global Coalition for Youth, Peace, and Security (GCYPS), co-chaired by the Foundation, which facilitated an annual retreat in Senegal in May. One of the main goals of the GCYPS Financing Taskforce is to plan how the peace and security community can transform funding

commitments for youth-led peacebuilding into action.

The 'Investing and Partnering with Youth for Peace Inception Report', a joint project between several partner institutions and funded by the Foundation, UNICEF and the GCYPS Financing Taskforce was released at the 5th Africa Resilience Forum, organised by the African Development Bank Group in Abidjan, Côte d'Ivoire. ♦

Scan to read more:



About the Investing and Partnering with Youth for Peace

The Investing and Partnering with Youth for Peace (IPYP) is an initiative launched in 2022, jointly coordinated by the Foundation along with a Secretariat.

IPYP aims to mobilise the private sector to support youth-led peacebuilding by fostering a collaborative ecosystem of impact investors, corporations, governments, and civil society.

The UN Deputy Secretary-General delivered the annual Dag Hammarskjöld Lecture in Uppsala

In February 2023, Dr Amina J. Mohammed, United Nations Deputy Secretary-General, became the 22nd Dag Hammarskjöld Lecturer and medalist. She was chosen by the Lecture Committee to deliver the 2022 Dag Hammarskjöld Lecture for her exceptional commitment to the United Nations and multilateralism.

The motivation lifted ‘the outstanding stamina and determination’ of Amina J. Mohammed in the demonstration of unique leadership ‘in promoting and defending the very core of the UN Charter’, and how she contiously has inspired Members States to stay committed to the implementation of the 2030 Agenda and the 17 Sustainable Development Goals (SDGs). The Committee further noted her unwavering courage and commitment despite the many global challenges, such as ‘the accelerating climate change and destruction of the natural environment; the COVID-19 pandemic and its compounding effects on inequalities, poverty and development; and persistent armed conflicts across the globe’.

In the opening remarks in her Dag Hammarskjöld lecture ‘Strength in our common humanity’, Amina J. Mohammed paid homage to the

second Secretary-General of the United Nations.

‘Sixty-three years after his death, Dag Hammarskjöld remains a source of inspiration to the United Nations, to its leaders, aspiring diplomats and the world. His wisdom, his compassion and dedication to serving humanity is reflected in his own writing, from everything written about him, and the work he did until his tragic death.’

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Put simply: if we fail to meet the development needs of our time, we fail to secure peace for our future. And that is why we need strengthened political leadership to achieve the 2030 Agenda and the Sustainable Development Goals.’

She lifted Hammarskjöld’s ‘deep commitments’, ability to ‘walk the talk’ and ‘backing his principles with passion and pragmatism’. Summing up his time in office: ‘In a deeply polarised environment, at the height of the Cold War, Dag Hammarskjöld saw the vital role of the UN in building the bridges of multilateralism that worked for all countries.’

The lecture was given as the planet was slowly recovering from the COVID-19 pandemic and the world in a vulnerable political, social and economic state with several Member States plunged into high levels of uncertainty.

The Deputy Secretary-General summed up the situation: ‘Tensions and divisions around the world are at levels not seen since the Cold War era. A growing geopolitical divide is limiting our collective ability to respond and resolve the crises. Old conflicts are escalating and becoming more complex. New crises are erupting. And we have not silenced the guns. Inequalities at national and global levels are rising and triggering social tensions. North-South divides are deepening, fuelled by frustration, anger, and a lack of solidarity.’

Her focus shifted to include: ‘Our war on nature is accelerating an environmental catastrophe, as nature is fighting back. Technological progress brings enormous benefits, including in accelerating the green transitions, facilitating education and learning, and helping to save lives. But it also brings serious risks, from sophisticated new autonomous weapons to the emergence of cyberspace as a potential new domain for conflict. The nature of conflict itself is also evolving, ac-

companied by significant levels of violence and human rights crises in several regions and countries, across borders.’

For Amina J. Mohammed ‘there is a crisis of trust – in institutions, in leadership, between nations and amongst citizens’.

She asked the world to leverage its ‘ambitious global frameworks and wage leadership to respond to the current interlinked crisis’.

‘We need to transform our approach to peace and security for a new era of geopolitical and international relations, with the risk of fracture and decoupling in different blocks. This means protecting the Charter, fighting for it, and the Universal Declaration of Human Rights – commemorating its 75th anniversary during 2023.’

As the principal driver and architect of the SDGs, Amina J. Mohammed said: ‘Peace, human rights and sustainable development go hand

in hand. A lack of sustainable development ferments grievances, injustice and inequalities. Put simply: if we fail to meet the development needs of our time, we fail to secure peace for our future. And that is why we need strengthened political leadership to achieve the 2030 Agenda and the Sustainable Development Goals. It is why we need to double down on our efforts to implement the Goals, particularly in the countries that are farthest behind. As Dag Hammarskjöld put it: “Constant attention by a good nurse is just as important as a major operation by a surgeon.”’

Amina J. Mohammad received a rousing applause at the end of her lecture which was followed by the Medal Award Ceremony. ♦

All previous lectures are available at: www.daghammarskjold.se



From left to right: Cecilia Chao, president of the Association of Foreign Affairs, Amina J. Mohammed, Joseph Augustin, Master student of Peace and Conflict studies, Rebecka Törnfeldt, Master student in Environment and Water engineering. Photo: Tobias Sterner, Bildbyrå.

Previous Dag Hammarskjöld Medalists

2023	Rena Lee (lecture to be given in September 2024)
2022	Amina J. Mohammed
2021	Agnès Callamard
2019	Christina Figueres
2018	António Guterres
2016	Ban Ki-moon
2015	José Ramos-Horta
2014	Helen Clark
2013	Margot Wallström
2012	Tarja Halonen
2011	Jan Eliasson
2010	Francis Deng
2009	Karen AbuZayd
2008	Martti Ahtisaari
2007	Sture Linnér and Sverker Åström
2005	Hans Blix
2004	Noeleen Heyzer
2003	Mamphela Ramphele
2002	Lakhdar Brahimi
2001	Kofi Annan
2001	Joseph Rotblat
2000	Brian Urquhart
1998	Mary Robinson



Roundtable on the release of the Development Dialogue: 'Intersectionality: Experiences, views and visions for change' at the Foundation in 2023. Pictured left to right: David Cortright, Sigrid Gruener, Ulrika Grandin, José Alvarado, Jemina Holmberg and Armend Bekaj.

Intersectionality from theory to action

The 65th edition of the Dag Hammarskjöld Foundation's Development Dialogue Volume 'Intersectionality: Experiences, views and visions for change' was released in May 2023. It aims to create a better understanding of intersectional approaches and methods in policy and practice. Everyone should be seen, recognised, and included in the design and implementation of policies and programmes.

Intersectionality is about power dynamics and overlapping systems of oppression. Greater access to data and building meaningful relationships with marginalised communities will lead to more equality for all. This aligns with the UN's principle of leaving no one behind', said José Alvarado, Programme Officer for Peacebuilding

and Sustaining peace and publication co-editor.

The 13 articles were written by practitioners, policy makers and UN officials working with the topic in their respective organisations and communities, and broadly cover four themes: intersectional data, multilateral institutions, the section on financing mechanisms and climate change. They show

that society is no longer just talking about the need for acknowledging intersectionality, but are already applying the concept in diverse settings.

Data for visibility

The first theme, intersectional data, looks at comprehensive, disaggregated and accurate data use by practitioners to develop appropriate and evidence-based



Graphics from the Interactive Summary, produced by the organisation Fondo Semillas, which was created to increase the availability to the report.

policies to make populations more visible. The second theme examines the role of multilateral institutions and innovative development approaches in programmatic work through cross-mandate cooperation among entities including different UN agencies, funds and programmes.

The section on financing mechanisms reflects on flexible and creative ways to design and implement

interventions and financing arrangements by various stakeholder groups to bring about transformative change.

Finally, the contributions on climate change raise critical links between our changing climate and human rights, social equity and justice, and gender equality.

Interactive summary

In October, the Foundation published an interactive summary highlighting key messages from the publication.

'We wanted to create a more practical way to understand intersectionality and this interactive summary is the result', said José Alvarado.

The interactive summary was created by Tania María Carrillo, Viridiana Montiel, and Alma Ríos. They work for the Mexican based Fondo Semillas, and in the summary they share their understanding of intersectionality through alternate forms of storytelling. ♦

Scan the QR code to read, download the publication or to watch the interactive summary:



José Alvarado, Programme Officer.

About Fondo Semillas

Fondo Semillas is a 33-year-old feminist organisation in Mexico that supports women, girls, and trans and intersex individuals by providing financial resources and long-term aid to grassroots groups.

Focused on gender equality, economic justice, and environmental sustainability, they tackle issues like gender violence, reproductive rights, and wage inequality, promoting lasting social change across the country.

The organisation operates with a team of around 40 staff members.

Read more:
www.semillas.org.mx





New York • Ambassador Charlotta Schlyter of the Swedish Mission to the United Nations in New York was joined by Jennifer Topping, Executive Coordinator, UN Multi-Partner Trust Fund Office, and Per Knutsson, Deputy Executive Director at the Foundation and Programme Lead for the report, on the podium. Several UN Missions, agency staff and report contributors attended together with 130 participants following online.

Financing the UN Development System report

The Foundation and the United Nations Multi-Partner Trust Fund Office jointly published 'Financing the UN Development System: Choices in Uncertain Times' in 2023. The purpose of this report series is to share verified financial data, open space for discussing critical issues in the UN development system and enhance multilateral engagement.

This 9th collaboration maintained its focus on financial data and continued with contributions that bring insights from the international finance and the private sector, UN experts, government officials, civil society and academia through the marketplace of ideas.

The Financing the UN Development System Report is released for availability before the start of the United Nations General Assembly in September every year.

Over the months immediately after its publication, the partners co-

hosted a hybrid release event at the Swedish Mission at the United Nations Headquarters in New York with two additional events in Sweden and on the European continent.

The Foundation facilitated a session at the Swedish Ministry for Foreign Affairs in Stockholm with managers, staff and representatives of the Swedish International Development Cooperation Agency in attendance. Finally, the report was presented at the 'Partnerships, Financing and Resource Mobilisation' course for UN managers and partnership officers from countries in Africa, Europe,

Asia, Latin America offered by the United Nations Systems Staff College in Bonn, Germany. ♦



Marijana Markotić Andrić, Programme Officer for the UN Financing team.



Bonn • Pictured from the left: Annelies Hickendorff, Programme Officer in the UN Financing team; Christianna Pangalos, Learning Portfolio Manager for Governance and Partnerships at the UN Systems Staff College, and Per Knutsson, Dag Hammarskjöld Foundation Deputy Executive Director.



Stockholm • The Foundation presenting the Financing the UN Development System report together with representatives from the UN Multi-Partner Trust Fund Office and the Swedish International Development Cooperation Agency at the Swedish Ministry for Foreign Affairs in October 2023.



Stockholm • Pictured from the left: Lorena Acevedo Narea, Desk Officer - UN Reform at the Ministry for Foreign Affairs, Sweden; John Hendra, former United Nations Assistant Secretary General; Malena Rosman, Senior Advisor, UN Multi-Partner Trust Fund Office; Penny Davies, Sida Senior Policy Advisor; Henrik Hammargren, Dag Hammarskjöld Foundation Executive Director, and Per Knutsson, Dag Hammarskjöld Foundation Deputy Executive Director.

Just a minute...

...with Per Knutsson, Deputy Director and Programme Director at the Dag Hammarskjöld Foundation, who leads the Foundation's work on UN financing and leadership at the UN.



Looking back at 2023, what are you most proud of?

I am very proud that we, as an organisation of only 13 people, are able to contribute to realising the vision of a more collaborative world. That we can do this at a time when the support for collaboration is increasingly being questioned, and with limited resources.

Can you describe how this work is being done?

The world needs to allocate more resources for development, but we must also do a better job of using funds that have been allocated. Through the Foundation's work on UN financing, leadership and peacebuilding, we are helping to define how donors and users can use their resources more effectively.

And more concretely?

For example, we are conducting interviews with UN leaders in the Caribbean and Latin America as part of our work on the Funding Compact. We play a key role in facilitating a joint discussion with different stakeholders on how resources are being used and how they are living up to what has been agreed.

In recent discussions we have been able to show UN leaders and Member States how difficult it is when there is a political unwillingness to see the poorest people in a country. In Guatemala, for example, Sweden has brought together several UN agencies in a joint effort to combat malnutrition. This is an example of partners working together to make improvements that no one can achieve alone. Our work highlights these kinds of examples and makes them more widely known.

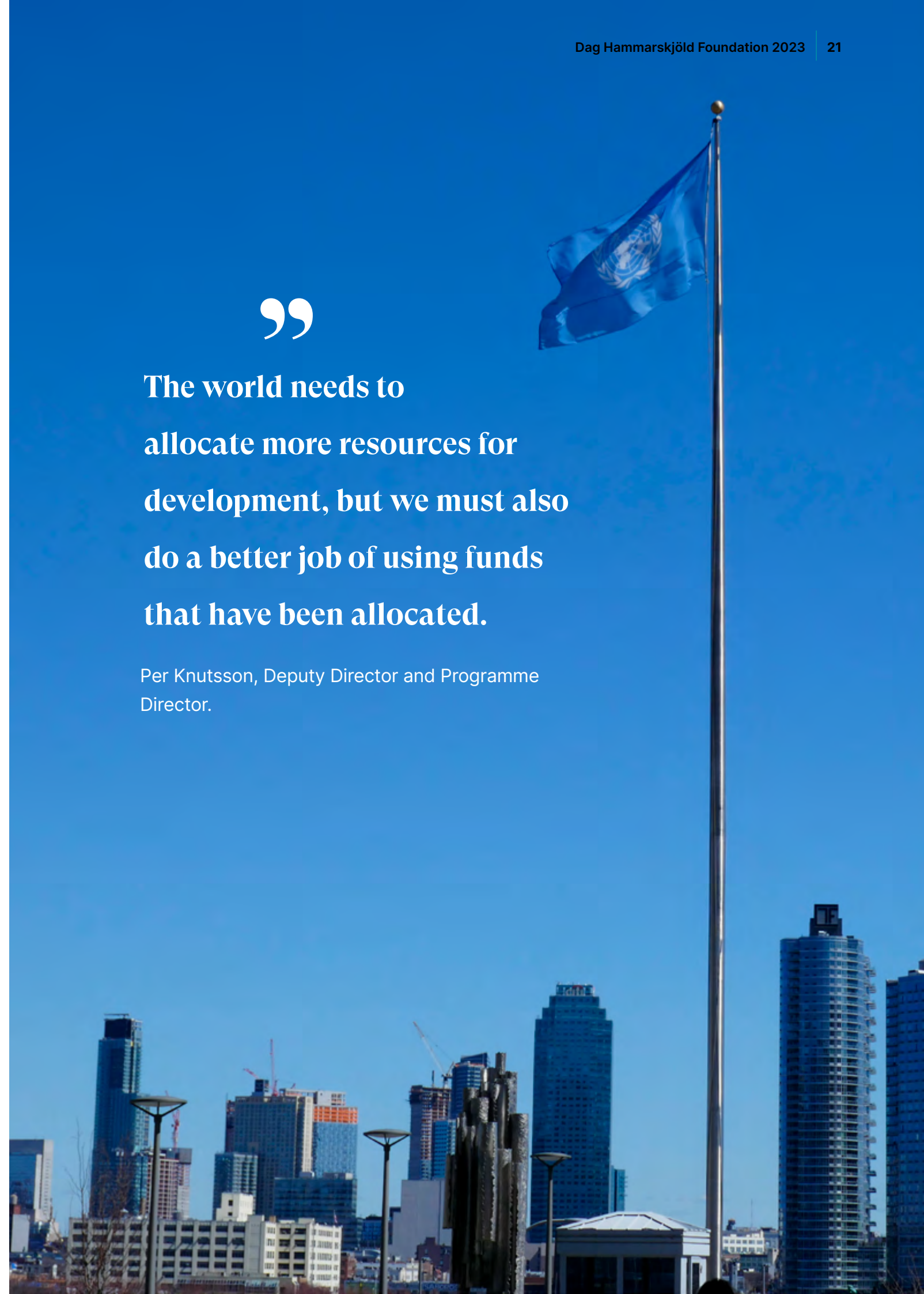
Can you give an example of how the Foundation's work has made a direct difference this year?

Our analytical work has actively supported strategic dialogue in ECOSOC, the UN Economic and Social Council, between Member States and the UN on how quality financing can deliver better results and more effectively implement the Sustainable Development Goals at country level. Effective use of resources is important for better outcomes in social sectors, such as health and education. It is also a prerequisite for conflict prevention, and can enable broader partnerships and more innovative development finance.

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The world needs to
allocate more resources for
development, but we must also
do a better job of using funds
that have been allocated.

Per Knutsson, Deputy Director and Programme Director.



'In a globalised world, human rights must also be global'

In the week following the Nobel Peace Prize ceremony in Oslo, the family of imprisoned Nobel Peace Prize Laureate Narges Mohammadi visited Sweden and Uppsala. During the family's time in Uppsala, the Foundation was honoured to receive a visit. Jemina Holmberg, Programme Manager for Human Rights, writes about the visit in this blogpost.

Zan – Zendegi – Azadi'. 'Woman – Life – Freedom'. The message of the slogan, calling for the empowerment and basic rights for women in Iran, and popularised during the movement sweeping the streets of Iran following the death of 22-year-old Masha Amini in 2022, has since spread around the world.

The message was also at the centre of the acceptance speech by the recipient of this year's Nobel Peace Prize, Narges Mohammadi, delivered by her children, Kiana and Ali Rahmani, at the award ceremony in Oslo.

Although the award officially bears the label 'Peace prize', the Norwegian Nobel Committee has on several occasions given the prize to persons or organisations working to

advance social justice, human rights, and democracy, thereby illustrating the indispensable link between them and peace.

The prize was awarded to Narges Mohammadi 'for her fight against the oppression of women in Iran and her fight to promote human rights and freedom for all'. Everyone who has learned her story knows that this fight has been carried out at an enormous personal cost. Yet, despite having been in and out of prison for large parts of the past two decades, in a country notorious for its human rights abuses and mistreatment of prisoners, Narges Mohammadi still maintains that 'The more they lock us up, the stronger we become'.

This seemingly paradoxical statement was filled with meaning by her family when receiving the prize on her behalf. Her husband Taghi

Rahmani, himself a dedicated human rights activist, and their 17-year-old twins Ali and Kiana Rahmani, shared further details of her story during a visit to Sweden following the award ceremony in Norway.

The Dag Hammarskjöld Foundation had the honour of hosting Narges Mohammadi's family for a conversation on her work and the forces that drive her, as well as the role that international actors can play to help in the fight for equality, freedom and human rights in Iran and, by extension, globally. This visit was preceded by a panel discussion at Uppsala University and a lecture in the Swedish Parliament focusing on Narges Mohammadi's personal quest for gender equality, human rights and freedom, and the importance of civil society for peace and democracy.

A reoccurring message in these



'We will save a space in the guestbook for when Narges is free', said Taghi Rahmani, as he signed the guest book at Uppsala University library together with their two children, Ali and Kiana Rahmani in his wife's place.

events was that in a globalised world, human rights must also be global. An interconnected world will never be stronger than its weakest link, and if human rights violations in one part of the world are neglected, the effects will eventually spill over and have ramifications in other parts. In an urgent call for international solidarity, the Nobel laureate and her family emphasised that Iranian civil society is in dire need of outside support and called on other countries' civil society actors to help.

'Those who can enjoy their freedom of expression must use it to put pressure on their own governments to speak out against regimes like the one in Iran', Taghi Rahmani pleaded, continuing 'The West needs to have a strategy on how to deal with the Islamic Republic of Iran. If it doesn't, it will serve the interests of the regime'.

On the question of sanctions on Iran, Taghi Rahmani explained that while an appropriate means of pressuring the government in theory, in reality they are strengthening the regime, which has learned to circumvent

them, and hurting the people. And sanctions are by no means enough – the outside world must find ways of strengthening the people of Iran and others living under other autocratic governments.

In her acceptance speech, Narges Mohammadi expressed disappointment about the inaction of the international community, urging that not enough has been done to advance human rights and to fight against gender apartheid in Iran. According to her, more pressure is needed, more engagement is needed, and – above all – the criticism that is being voiced must be transformed into tangible action.

'There are so many documents and agreements on human rights, but none of them will help without action', Taghi Rahmani stated.

Being asked about the potential role of multilateral organisations like the UN, Taghi Rahmani explained that he has not had much contact with the UN and doesn't really know how to engage with them. The people of

Iran need to be able to see that the UN reacts, and acts, on their needs.

'They want to see the same reactions as have been seen for Gaza where the Secretary-General publicly and forcefully asked for a ceasefire. This reaction was important for us to see, since the views of the UN in Iran have been negatively tainted by its actions in Iraq and Afghanistan', he said.

While international solidarity and action was asked for by the Rahmani family, they also emphasised that change needs to come from within, through resistance and non-violence, and be built up within the fabric of Iranian society. There needs to be an understanding that without human rights, including gender equality, there will never be democracy.

During the visit at the Foundation, Taghi Rahmani also pointed out that internet technology is absolutely essential to enable people to break free from the regime's controlled, one-sided propaganda. ♦



Kiana Rahmani speaking at the Uppsala University aula in December. Her brother Ali Rahmani sits to her left, and their father, Taghi Rahmani, to her right.

Preparing for the third report on UN leadership

'The Art of Leadership in the United Nations' report series aims to provide a tool for international debate and skills development that can inspire, encourage critical reflection and provide up-to-date knowledge in the field of UN leadership.

Following the first report, 'Framing what's blue', in 2020, and 'Painting perspectives, staying true to principles' which was published in 2022, the third edition is due to be released in 2024.

In preparing for the 2024 edition, the Foundation continued to advance the ongoing discussion on the reality and potential, as well as the challenges and opportunities, of being a leader in the UN. Together with a group of current and former UN staff and leaders, as well as representatives from civil



From left to right: Jemina Holmberg, Programme Manager for UN Leadership, Gunilla Herdenberg, Curator at Backåkra Museum, and Henrik Hammargren, Executive Director at the Foundation, discussing the upcoming report at Geijersgården in December.

society, the Foundation engaged in conversations about leadership in an era of polycrisis, and prioritised issues for the upcoming report.

Continuing the tradition of infusing each report in the series with

a take on art, where the report team reached out to Backåkra Museum to investigate how Dag Hammarskjöld's collection could be used to feature the articles in the upcoming report.

Visits by ministers from Latvia and Sweden and the Speaker of the Parliament

A visit from Ms. Inese Lībiņa-Egnere, Minister of Justice of the Republic of Latvia, in January 2023 kicked off the year. After the meeting, she paid her respects to Dag Hammarskjöld and his memory by laying flowers at



Jessika Roswall, Swedish Minister for EU Affairs at the Dag Hammarskjöld grave.

his grave in Uppsala.

In May, the Swedish Minister for EU Affairs Jessika Roswall visited the Foundation to learn more about the work and pay her respects at Dag Hammarskjöld's grave.

As the Swedish Parliament celebrated 500 years of independence, the Speakers of the Parliament made official visits to all the counties.

While in Uppsala in the beginning of October, the Second Deputy Speaker Julia Kronlid chose to visit Dag Hammarskjöld Foundation. She laid a wreath from the Swedish Parliament the Swedish parliament which read 'We remember and honour a great deed done in the service of international democracy'.



Ms. Inese Lībiņa-Egnere, Minister of Justice of the Republic of Latvia at the grave.



'News also reaches us from all corners of the globe almost as quickly as if we were eyewitnesses. We are parties to an action practically at the very moment it is undertaken. The nerve signals from a wound are felt at once through the body of mankind'.

Dag Hammarskjöld

#dagquote60

The beginning of 2023 marked the final week for the social media campaign #dagquote60, launched in March 2022 by the Foundation to celebrate our 60 year anniversary.



3 886

Subscribers received the Foundation's newsletter in December 2023. To sign up, scan the QR code below:



The 2023 Dag Hammarskjöld Lecturer Rena Lee to Uppsala in 2024

In August 2023, Ambassador Rena Lee was invited to deliver the 2023 Dag Hammarskjöld Lecture.

Rena Lee is Singapore's Ambassador for International Law and the Chief Executive of the Intellectual Property Office of Singapore. She led the complex multi-year UN negotiations that resulted in the Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ) Agreement in June 2023, to safeguard marine biological diversity in the high seas and deep seabed that no country owns or controls, and which cover 45 per cent of the Earth.

The Dag Hammarskjöld Lecture is an annual event hosted by the Foundation and Uppsala University in memory of the second UN Secretary-General and the values he stood for in his work: compassion, humanism, international solidarity and cooperation. The lecturer is also awarded the Dag Hammarskjöld Medal.

The lecture and ceremony could not take place in 2023 and was postponed to 2024.



Photo: Intellectual Property Office of Singapore.





Paying their respects and keeping a moment of silence for all who died in the airplane crash in Ndola (pictured from left): Gladys Neven Lundwe, the Zambian Ambassador to Sweden, Gudrun Brunegård, Member of the Swedish Parliament together with Stefan Attefall, Uppsala County Governor, Cecilia Attefall, and Linda Nilsson, Representative of the Swedish Ministry of Foreign Affairs.

Ndola Commemoration – memory of Dag Hammarskjöld

‘Do not seek death. Death will find you. But seek the road which makes death a fulfilment’, was the Dag Hammarskjöld quote read by Edit Morin-Kovacs, Programme Manager for Multilateralism, during the Foundation’s annual Ndola commemoration ceremony on 18 September to honour his memory and all who died in the plane crash on that day in 1961.

As part of the commemoration the Foundation hosted a roundtable with former Foundation Executive Director Henning Melber, Her

Excellency Gladys Neven Lundwe, Zambian Ambassador to Sweden, Her Excellency Bridget Mabandla, South African Ambassador to Sweden, Gudrun Brunegård and Linda Nilsson, Members of the Swedish Parliament, together with representatives of the Swedish Ministry of Foreign Affairs and the staff of the Dag Hammarskjöld Foundation in attendance.

Foundation Executive Director Henrik Hammargren officiated over the wreath laying ceremony at the Uppsala cemetery. ♦

About the Ndola Commemoration

On the 18 September 1961, Dag Hammarskjöld along with 15 people tragically died in a plane crash in Ndola, Zambia.

To commemorate this and the legacy of Dag Hammarskjöld and his colleagues, the Foundation annually organises an commemoration in Uppsala.



Gladys Neven Lundwe, Zambia Ambassador to Sweden, signing the guestbook.



A silent minute after the wreath-laying ceremony.



The group walking to the grave in Uppsala.

Numbers of the Foundation

Webinar on the future International Civil Service

40

40 participants in the Resident Coordinator/Humanitarian Coordinator Talent Pipeline, from nearly all seven continents, attended a leadership webinar jointly hosted by the Foundation, the United Nations Development Coordination Office, and the UN Office for the Coordination of Humanitarian Affairs (OCHA) in October. In focus was the UN system’s work grounded in the UN Charter, the International Civil Service Standards of Conduct and related foundational documents. Senior advisors Ameerah Haq and John Hendra together with Henrik Hammargren shared their leadership experiences with examples of potential professional dilemmas that the upcoming leadership might face.

International Training on Dialogue and Mediation 2023

25 professionals participated in the International Training on Dialogue and Mediation (ITDM) course in peacebuilding and sustaining peace capacity development. All the participants work with peace and conflict issues within diverse institutions in Africa, Asia, Europe, the Middle East and Latin America. The online sessions ran from 22 to 25 August and 9 October, with final presentations completed on 4 December. This joint initiative between the Foundation and Department of Peace and Conflict Research (DPCR) at Uppsala University has been running for seven years.

25

Roundtables with ITDM alumni

4

4 International Training on Dialogue and Mediation Alumni Network online roundtables were held in 2023 with 30 plus participants sharing ideas and experiences on climate adaptation, ecological systems analysis, incorporating indigenous knowledge, conflict prevention and mediation. The topics covered were: ‘The New Agenda for Peace: Implications for Regional Organizations in April; ‘Intersectionality in peacebuilding practice: Lessons from the field’ in June; ‘National prevention strategies: theory and practice’ in October and ‘Peace and security in the age of climate crisis’ in November.



Restoring hope in the world can service Hammarskjöld's legacy

Group photo in the garden, Uppsala.

During the first half of 2023, Sweden held the presidency of the European Union (EU), and in the early summer the Foundation hosted the union's United Nations Working Party (CONUN), responsible for, amongst other things, developing common EU policy on UN issues of common interest to EU Member States. The group took time out of their meeting in Stockholm in June to discuss shared UN and EU agendas and

perspectives on effective and networked multilateralism.

'Visiting the Dag Hammarskjöld Foundation and learning more about this extraordinary man who set out on "the most impossible job in the world" was a truly humbling experience. Continuing to strive towards cooperative solutions to global challenges and restoring hope in the world is the best service we can do to his legacy,' said Stelios Makriyian-

nis, Chair of the United Nations Working Party (CONUN) of the European Union.

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'Visiting the Dag Hammarskjöld Foundation and learning more about this extraordinary man who set out on "the most impossible job in the world" was a truly humbling experience.'



The group paying their respect at Dag Hammarskjöld's grave in Uppsala.



Stelios Makriyiannis and Linnea Wesslén, organiser from the Swedish MFA.

Roundtable on multilateralism with two Presidents of the United Nations General Assembly

Lifting attention to the multilateral system and the importance of the work of the International Civil Service are core focus areas in the work of the Foundation. It was thus a great privilege to host His Excellency Csaba Kőrösi, President of the 77th United Nations General Assembly during his last weeks in office.

Csaba Kőrösi was the keynote speaker at the 'Multilateralism in times of cascading crises - rethink and recommit' roundtable, facilitated by Ruth Jacoby, chair of the Dag Hammarskjöld Board of Trustees. On this occasion he shared the platform with the former Deputy UN Secretary-General Jan Eliasson, and Presi-

dent of the 60th Session of the UN General Assembly. The discussions focused on multilateral system challenges. Some of the core issues identified included gender equality, ongoing conflicts, natural disasters, and the climate crisis with the dialogue centred on the changing role of the United Nations General Assembly as there appears to be a grid-lock in the United Nations Security Council.

Several of the participants raised concerns about the role of Member States in championing the delivery of the Sustainable Development Goals and the importance of working with civil society institutions to reach all ends of the planet. Raising the local profile of the UN, the 75th anniversary of the Universal Declaration of Human Rights, and the transformation of the current UN to UN 2.0 were some of the issues open for future dialogues.



'Your ideals remain our guide'

Representatives from the American Diplomatic Corps, Folke Bernadotte Academy, Global Challenges Foundation, International Institute for Democracy and Electoral Assistance (IDEA), Kvinna



From left Ruth Jacoby, Csaba Kőrösi and Jan Eliasson at the roundtable in Uppsala.



From left: Peter Wallensteen, Professor emeritus, Stefan Attefall, Uppsala county governor, Annelie Börjesson, Head of Swedish UN Association, Jan Eliasson, former Deputy UN Secretary-General, and Csaba Kőrösi, President of the General Assembly.

till Kvinna, Life & Peace Institute, Nordic Africa Institute, Department of Peace and Conflict Research at Uppsala University, Stockholm International Peace Research Institute, Swedish Institute of International Affairs, Swedish International Development Cooperation Agency, Swedish Ministry for Foreign Affairs and the United Nations Association of Sweden participated.

On this occasion the president of the General Assembly Csaba Kőrösi was joined by Uppsala County Governor Stefan Attefall to pay their respects at the grave of Dag Hammarskjöld together with all the participants at the roundtable and the Foundation staff. ♦



'Your ideals remain our guide.' Csaba Kőrösi said as he laid down a wreath to honour the second UN Secretary-General.

The Global Goals guide the work

The Sustainable Development Goals (SDGs) are always present in the Foundation's work and activities, regardless of the programme area.

The SDGs consist of 17 global goals that together create a common focus on four development areas and targets to be achieved by 2030: ending extreme poverty, reducing global inequalities and injustices, promoting peace and justice, and solving the climate crisis.

The SDGs are part of the sustainable development agenda adopted by UN Member States in 2015 - the 2030 Agenda.

As an organisation working in the name and legacy of Dag Hammarskjöld, the Foundation works across the board on the SDGs, with a particular focus on Goal 17, which is about strengthening the global partnership for sustainable development.

In its work on UN leadership and financing, the Dag Hammarskjöld Foundation links its strategy and activities to a number of targets within Goal 17 (see fact box).

The Foundation also works with a direct focus on other specific goals and targets, notably through its long-term peacebuilding work and work on human rights.

Goal 16: Peace, justice and strong institutions

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels



Goal 17: Partnerships for the goals

Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development.



Sub-goals:

17.2 Implement all development assistance commitments

Developed countries should fully implement their ODA commitments.

17.3 Mobilise financial resources for developing countries

Mobilise additional financial resources for developing countries from multiple sources.

17.9 Enhance SDG capacity in developing countries

Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation.

17.14 Enhance policy coherence for sustainable development

Enhance policy coherence for sustainable development.

17.15 Respect national leadership to implement policies for the sustainable development goals

Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development.

17.16 Enhance the global partnership for sustainable development

Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology and financial resources.

17.17 Encourage effective partnerships

Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

17.19 Further develop measurements of progress

Build on initiatives to develop measures of progress towards sustainable development.



Programme Activities 2023



Peacebuilding and Sustaining Peace

Peacebuilding is a central element of the multilateral normative system and the UN Charter, and has been one of the Dag Hammarskjöld Foundation's main areas of work since 2015. The project's activities aim to support international support for peacebuilding and the implementation of the UN's resolutions on peacebuilding and sustaining peace, as well as to contribute to the achievement of Goal 16 of the Sustainable Development Goals: to promote peaceful and inclusive societies for sustainable development.

Supporting implementation of the Sustaining Peace Agenda

In 2016, the UN General Assembly and Security Council adopted parallel resolutions on peacebuilding and sustaining peace. In 2020, these were followed by two more resolutions calling on Member States, the UN and other actors to take concrete steps to implement the original resolutions and to increase efforts to improve collaboration and coherence in building and sustaining peace.

The Dag Hammarskjöld Foundation works to increase the effectiveness and transparency of the UN system's peacebuilding architecture - namely the Peacebuilding Commission (PBC), the Peacebuilding Support Office (PBSO) in the UN Secretariat, and the Peacebuilding Fund (PBF). In 2023, the Foundation initiated and, in cooperation with the UN, organised several expert meetings to strengthen peacebuilding within the UN system. These meetings contributed to critical analyses, documentation of experiences at global, regional and national levels, and constructive proposals for further reforms. The activities also contribute to skills development of practitioners and experts.

Conferences and expert meetings

In 2023, the Dag Hammarskjöld Foundation was entrusted with organising two strategic events to strengthen UN peace efforts.

In June, the Dag Hammarskjöld Foundation, together with partners on the Global Coalition

for Youth, Peace and Security, hosted an informal ambassador and expert-level retreat for UN Member States to strengthen implementation of the Youth, Peace and Security Agenda.

In July, an ambassador-level retreat was organised for members of the Peacebuilding Commission and other representatives of the UN system. This forum was initiated by the Dag Hammarskjöld Foundation in partnership with PBSO and has been held annually since 2013.

The latter meeting helped to develop and strengthen the working methods of the Commission and its advisory role to other UN bodies, such as the General Assembly, the Economic and Social Council (ECOSOC), and the Security Council. It also resulted in a consensus-based decision to hold a Ministerial-level meeting of the Peacebuilding Commission during the High-level week of the 78th session of the General Assembly to discuss the implications of the New Agenda for Peace on the Commission's future work.

In October, the Dag Hammarskjöld Foundation was invited to organise a plenary session at the African Development Bank's fifth African Resilience Forum in Abidjan, Cote d'Ivoire. The session focused on the role of private sector actors in supporting young peacebuilders.

Thematic Roundtables – 'Operationalising Sustaining Peace'

In 2023, the Dag Hammarskjöld Foundation has continued to organise roundtables in New York under the title 'Operationalising Sustaining Peace' in cooperation with the Global Network of Women Peacebuilders (GNWP), the Global Partnership for the Prevention of Armed Conflict (GP-PAC) and the Norwegian Institute of International Affairs (NUPI). These roundtables bring together representatives from the UN system, Member States and civil society organisations. Three dialogue sessions were held during the year:

- February 2023: 'How can integrated climate responses contribute to sustaining peace?'
- June 2023: 'The Political Accompaniment Role of the Peacebuilding Commission'.

- August 2023: 'What is after the New Agenda for Peace? Assessing opportunities and next steps for the Peacebuilding Commission'.

Implementing the Youth, Peace and Security Agenda

The Dag Hammarskjöld Foundation has contributed with analysis on implementation of the UN's Youth Strategy at the country level. In partnership with the Office of the UN Secretary-General's Envoy on Youth, the Foundation led research on activities and outcomes from efforts to advance the the UN Youth Strategy by the UN Country Team in The Gambia. The results of the research will be published in 2024.

The Foundation also participated in the first annual Nordic Youth, Peace and Security Forum. The Foundation was invited to lead a session at the Forum on how the Nordic YPS Coalition could learn from other efforts at the global level.

Advancing the Role of Private Sector Actors in Peacebuilding

In collaboration with UNICEF, the United Nations Support Office, the civil society organisations Search for Common Ground and Justice Call, the Dag Hammarskjöld Foundation developed and coordinated a multi-stakeholder working group, Investing and Partnering with Youth for Peace. This working group has a steering committee with representatives from Member States, multilateral organisations, the private sector, and civil society. It has a mission to identify, research and mobilise private sector partnerships, and financing for young peacebuilders. The group launched its Inception Report 2023 at the African Resilience Forum in October.

International Training on Dialogue and Mediation – ITDM

In partnership with the Department of Peace and Conflict Research (DPCR) at Uppsala University, the Foundation hosted the seventh International Training on Dialogue and Mediation (ITDM). This year the course was implemented online with sessions held over six days between August and December. There were 29 participants selected to participate in the training of which 23 comple-

ted the course. In total the training included eight online sessions with senior lecturers, as well as nine pre-recorded sessions with lecturers and practitioners. In addition, each participant was invited to develop a working document outlining the application of the concepts covered during the training in their current work and context. The papers were presented and provided with input through a peer review in small groups.

The course is designed for professionals working in international, regional or national organisations in countries eligible for Official Development Assistance (ODA), and builds on a Swedish international training programme that has been running for more than 30 years. The training aims to develop skills, deepen knowledge and share practical experience in facilitating dialogue and mediation.

The course covers three themes:

1. International roles in mediation and peace agreements;
2. Inclusive national and community level dialogue; and
3. Methods and practical skill-building in dialogue and mediation.

An alumni network has been established for the more than 800 participants who have taken the course in previous years.

Also this year the Foundation organised four online seminars with the alumni network covering the following themes:

- 'The New Agenda for Peace: Implications for Regional Organisations'
- 'Intersectionality in peacebuilding practice: Lessons from the field'
- 'National prevention strategies: theory and practice'
- 'Peace and security in the age of climate crisis'. ♦

→ UN Leadership

Principled leadership based on clear norms and values is essential for the UN to effectively and in accordance with the UN Charter address global challenges, counter normative erosion, and respond to urgency and polycrisis in a rapidly changing and increasingly polarised world. This project aims to contribute to strengthening the accountability and relevance of leadership in the UN system, based on Dag Hammarskjöld's defense of an international civil service that stands for independence and professional reliability.

The leadership project in 2023 continued to build on Dag Hammarskjöld's strong belief in the importance of the UN Charter. His vision for international governance, that safeguards the rights of smaller, younger and vulnerable countries against the dominance and repression of the more powerful, remains as significant as his commitment to the role and integrity of the individual public servant.

Activities during 2023 included facilitated senior leadership discussions with UN senior management and Member States, including in a retreat with the Peace Building Commission (PBC). Senior reflection groups were convened to identify key challenges and topical priorities for UN leadership to advise on selection of themes for the next leadership report, the 2024 edition of 'The Art of Leadership in the United Nations'.

Two senior leaders – Professor Emeritus David Cortright from the University of Notre Dame in the United States and former UN Assistant-Secretary-General John Hendra – were welcomed to residencies at the Foundation's main office Geijersgården in Uppsala. During their stays, they shared their knowledge and experience with representatives from the Foundation, Uppsala University, the Swedish government and NGO's.

Report series on leadership

'The Art of Leadership in the United Nations' report series aims to provide a tool for international debate and skills development that can inspire, encourage critical reflection and provide up-to-date knowledge in the field of UN leadership. Two editions of the report series have already contributed to reflection and debate on the role of UN leadership in deli-

vering more effective responses to today's challenges: 'Framing what's blue' in 2020 and 'Painting perspectives, staying true to principles' in 2022.

In preparation for the next edition of the biannual report series, due to be released in 2024, the Foundation upheld the momentum of the continued discourse on the reality and potential as well as the challenges and opportunities of leadership in the UN. Gathering around conversations on leadership in an era of polycrisis, a diverse group of current and former UN staff and leaders as well as representatives from civil society, identified prioritised issues and questions for future enquiry and reflection in the Foundation's leadership work. Outreach to, and conversations with, presumptuous contributors to the report took place throughout the year.

Leadership interview series

Observing the 75th anniversary of the Declaration of Human Rights, the Art of UN Leadership interview series in 2023 highlighted themes of equality and justice for all, including through an in-depth interview with former UN Under-Secretary-General Ameerah Haq on gender-sensitive UN leadership, and another interview with human rights advocate for disability, women and climate inclusion Renata Juiotti.

Leadership training

The Dag Hammarskjöld Foundation works closely with the UN System Staff College (UNSSC) in Turin and other actors involved in leadership development.

In partnership with the UN Development Coordination Office (DCO) and the UN Office for the Coordination of Humanitarian Affairs, the Foundation organised a webinar series focusing on ethical leadership in action. These webinars were designed to draw inspiration from the legacy of Dag Hammarskjöld and to explore its relevance to contemporary leadership challenges within the UN. Participants included a diverse group of stakeholders preparing for their future UN Resident and/or Humanitarian Coordinators assignments. The webinars explored complexities and dilemmas surrounding the implementation of the International Civil Service principles. ♦

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**Only he deserves
power that everyday
justifies it.**

Dag Hammarskjöld, 'Markings'.





Financing the UN Development System

The programme 'Financing the United Nations (UN) Development System' aims to contribute to the conversation on efficient funding of the United Nations at a level that fulfils Member State expectations and needs, and examines its efficiency against international agreements and commitments. Climate change, escalating armed conflicts and human suffering across regions of our world and the consequences of the COVID-19 pandemic, constitute some of the defining challenges that impact global development, security, and sustainability. As a result, the UN is required to mobilise broad partnerships and create space for innovative change to adjust to growing needs and the expanding funding gaps. This in turn requires more predictable and flexible funding, as well as more transparent and joint reporting, monitoring and accountability.

The Foundation's work on UN Financing includes a partnership with the United Nations Multi-Partner Trust Fund Office (MPTFO) on the annual report, Financing the UN Development System, and Funding Compact in partnership with the Development Cooperation Office (DCO) of the United Nations.

Financing the UN Development System: Choices In Uncertain Times

In 2023, the 9th edition of the report series Financing the UN Development System was produced. It was released in September, ahead of the 2023 Sustainable Development Goals Summit anchoring United Nations General Assembly High-level Week.

The annual report is central to the longstanding partnership between the Dag Hammarskjöld Foundation and the United Nations Multi-Partner Trust Fund Office. It gives an in-depth overview of the financing system and mechanisms of the UN development system with strong attention to the financial data. Readers can take a journey through the marketplace of ideas which brings insights and experiences from contributors from financial institutions, the private sector, UN experts, government officials, civil society and

academia. The overall long-term expectation is that this series will contribute to enhancing multi-lateral engagement.

The 2023 edition, 'Choices in Uncertain Times', underscores the need for evidence-based choices concerning the nature of funding required to tackle today's global challenges. As demands on the UN expand, the report highlights the essential nature of reliable, flexible financing at-scale, nurturing multilateral collaboration, and fostering commitment to multi-stakeholder collaboration for sustainable development. Quality, flexible core, and pooled funding at scale remain critical in fulfilling international mandates and successfully progressing towards realising the SDGs.

The financingun.report website

To complement the report, the Dag Hammarskjöld Foundation and the MPTFO run a dedicated website, financingun.report. The website presents data in the form of tables, graphs and infographics. It also includes texts from all years' reports, arranged thematically.

Release and dissemination

The financial report was presented in Stockholm, Bonn and New York in September and October.

In Stockholm, Carl Hartzell, Head of Department, Multilateral Partnerships, at the Swedish Ministry for Foreign Affairs chaired a special session at the ministry where the report was presented to managers, staff and representatives of the Swedish International Development Cooperation Agency (Sida).

In New York, the event was hosted by Ambassador Charlotta Schlyter of the Swedish Mission at the United Nations in New York. She was joined by Jennifer Topping, Executive Coordinator, UN Multi-Partner Trust Fund Office, and Per Knutsson, Deputy Executive Director and Programme Lead for the report, on the podium. Several UN Missions, agency staff and report contributors attended together with 130 participants following online.

In Bonn, the Foundation and the MPTFO presented the report at the 'Partnerships, Financing

and Resource Mobilisation'-course offered by the United Nations Systems Staff College in Bonn, Germany. The course was attended by UN managers and partnership officers from countries in Africa, Europe, Asia, Latin America.

The Funding Compact

The Foundation work on the Funding Compact is part of a larger initiative by the Dag Hammarskjöld Foundation to promote wider understanding of development effectiveness and, in particular, the critical importance of effective financing of the UN Development System. This part of the programme is carried out in collaboration with the UN Development Coordination Office (UNDCO). Work continued during the year with the launch of a second qualitative study on the implementation of the Funding Compact at the country level as well as several activities based on the initial report 'Way Forward: Fulfilling the Potential of the Funding Compact at the Country Level', published in 2021.

Following the 2023 QCPR Report, in which the Secretary-General used the Foundation's findings to call for Resident Coordinators (RCs) and United Nations Country Teams (UNCTs) to seize back the momentum towards achieving the ambition of the Funding Compact, fifteen countries in Africa, Latin America and the Caribbean were selected for a review of the Funding Compact commitments from a country perspective. In 2024 this will be expanded by interviews with representatives from Asia Pacific, Europe and Central Asia.

The Funding Compact at the country-level
The study includes primary data collection through semi-structured inquiries and in-depth consultations with Member States/donors, host governments and RCs/UNCTs. The purpose is also to improve the understanding of how the Funding Compact and stakeholder commitments are translated and realised at the country level

and what actions are taken by Member States/donors and the UN to improve quality and quantity of resources for more impactful results.

Findings will be gradually released in 2024 and will feed into the UN Secretary-General's 2024 QCPR report, the negotiations on the next QCPR Resolution (starting during the autumn of 2024), and concurrent processes related to effective development financing such as the Global Partnership for Effective Development Co-operation (GPEDC). The resulting knowledge products will serve as a resource in the continued engagement and leadership of key stakeholders at the UN Headquarter and regional and country levels, and enable the Funding Compact to better realise its full potential. Findings will be disseminated through future Financing the UN Development System reports, the interactive website financingun.report and topical papers.

Regional and country-level consultations

In 2023 the Foundation cohosted regional information-sharing sessions with the United Nations Development Coordination Office and MPTFO to deepen awareness and understanding of the Funding Compact. Starting with the global south, the first session on the African continent attracted 170 participants. The session for Member States in Latin America and the Caribbeans had around 130 participants.

At the country level, dedicated sessions in Guatemala and Bosnia and Herzegovina put the spotlight on better global development funding mechanisms. An in-person workshop in November 2022 in Kenya generated demand for a 'Funding Compact Scorecard', a country-level 'Joint Management Tool' to help key stakeholders make informed decisions on quality funding and lead by example. The scorecard is being developed by the team from the UN Resident Coordinator's Office in Kenya and the Foundation. ♦

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[...] when trying to change our world, we have to face it as it is.

Dag Hammarskjöld



Photo: UN



Human Rights and Inclusivity

The project to strengthen the UN's work on human rights and inclusivity was launched in 2022, in line with the strategic framework for the period 2022-2025. Through meetings, roundtables, seminars, and reports, it aims to support strong multilateral action to reinforce respect for agreed international norms and commitments and to strengthen the protection and promotion of human rights, with priority given to those furthest behind. It also seeks to support efforts to counter exclusion and promote greater opportunities for civil society to influence decision-making in the multilateral system.

Development Dialogue Volume

In 2023, the 65th volume in the Foundation's Development Dialogue series was published. The volume, titled 'Intersectionality: Experiences, views and visions for change', aims to deepen understanding of how an intersectional approach can be applied in both policy and practice. The 13 contributions to the report provide concrete examples of how an intersectional perspective has been applied in activities within and outside the UN at the national, regional and global levels. Contributors presented methods to identify the needs of and barriers facing disadvantaged communities and the importance of better data to support them.

To disseminate the findings of and to promote discussion on the report, the Foundation organised a series of roundtables throughout the year with partners including Swedish Government institutions, United Nations organisations and civil society partners. Key points from these discussions included the importance of identifying how inequality affects population groups differently in any given context. They also highlighted how critical it is for financing mechanisms to seek flexible and creative ways to design and implement interventions that are suited to support disadvantaged and marginalised groups. As part of the dissemination process, the Foundation collaborated with the Mexican civil society organisation Fondo Semillas to present the findings of the report online in an interactive format with the aim to make

the content more accessible to a wider audience.

Training and dialogue on the linkages between peacebuilding and human rights

In October, the Dag Hammarskjöld Foundation co-organised a training on peacebuilding and human rights in Geneva for United Nations Member State representatives based in Geneva. The partnership with the Geneva Peacebuilding Platform and the Quaker United Nations Office also received support from the Permanent Mission of Switzerland to the United Nations. The discussion provided a space for diplomats to better understand how the concepts are related, both in policy and practice, and how collaboration can increase between relevant actors in UN missions in Geneva, New York and at the country level. It also allowed participants to hear from the Permanent Representative of Croatia to the UN in New York, who reflected on his role as Chair of the Peacebuilding Commission and his wish to see stronger linkages between the UN's Peacebuilding Architecture and its Human Rights mechanisms.

Visit by the 2023 Nobel Peace Prize Laureate

In the week following the Nobel Peace Prize ceremony in Oslo, the family of imprisoned Nobel Peace Prize laureate Narges Mohammadi visited the Dag Hammarskjöld Foundation. The prize was awarded to Narges Mohammadi 'for her fight against the oppression of women in Iran and her fight to promote human rights and freedom for all'. The conversation at the Foundation focused on this work, the forces that drive her, and the role that international actors can play to help in the struggle for equality, freedom, and human rights. This visit was preceded by a panel discussion at Uppsala University and a lecture in the Swedish Parliament. A re-occurring message in these events was that in a globalised world, human rights must also be global. An interconnected world will never be stronger than its weakest link, and if human rights violations in one part of the world are neglected, the effects will eventually spill over and have ramifications in other parts. There is a dire need for support to Iranian civil society and its fight for human rights.

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Never for the sake of peace and quiet deny your convictions.

Dag Hammarskjöld, 'Markings'.

The Stockholm Forum

In May, the Foundation participated in the annual conference Stockholm Forum on Peace and Development themed 'Seeking Solutions for Turbulent Times' hosted by Stockholm International Peace Research Institute (SIPRI). At the Forum, the Foundation co-organised a panel with Humanity United that featured two of the three Nobel Peace Prize laureates of 2022 – Center for Civil Liberties of Ukraine, and the human rights center 'Viasna' representing the imprisoned Belarussian human rights defender Ales Bjaljatski. Titled 'Advancing peace during war: Lessons and reflections from the region's people-powered movements', the discussion conveyed a clear message that the most important resource for democratisation and peace is 'people'. Collaboration among people and movements across borders around shared values has the potential to build power and drive change, even against authoritarianism and war. Sharing experiences as civil society organisations working in very challenging contexts, a request to participants at the Forum representing the international community was to see them as allies for democracy and peace, not just as organisations who need help. The conversation built on a meeting held in December 2022 when the Nobel laureates previously visited the Dag Hammarskjöld Foundation in Uppsala following the prize ceremony in Oslo. ♦

➔ Multilateralism

An effective UN that is able to adapt to global challenges while living up to the purposes and principles of its Charter is essential for effective multilateralism. This is underscored in the Secretary-General's 2021 report *Our Common Agenda*. This Dag Hammarskjöld Foundation programme aims to strengthen multilateralism by contributing to greater knowledge of the UN in the multilateral system and its role in advancing the protection and governance of Global Public Goods. The Dag Hammarskjöld Foundation

contributes to analysis, dialogue and measures in support of the work within the UN, the World Bank and other multilateral actors, with the aim of strengthening peaceful, just and inclusive societies in accordance with the UN Charter and Agenda 2030.

Throughout 2023, while the effectiveness of multilateralism continued to be tested by geopolitical tensions, power struggles among member states and in some instances non-compliance with international agreements, the UN consolidated reform processes in preparation for the 2024 Sum-

mit of the Future. The Foundation has remained committed to addressing essential developments within the UN system and in parallel highlighted challenges posed by the ongoing war in Ukraine domestically, within the EU and globally. Through strategic choices and partnerships, our engagement within the UN system lifted the UN's High Level Advisory Board on Effective Multilateralism and the 2023 SDG Summit, and directed attention to the General Assembly.

In February, UN Deputy Secretary-General Amina J. Mohammed delivered the annual Dag Hammarskjöld lecture at Uppsala University. In her speech she called for renewed focus on the Sustainable Development Goals and the SDG Summit in 2023. She called for 'solidarity that we need to remind us of our common humanity' and a strong voice and leadership for Sweden in the United Nations.

In April, the Foundation marked the International Day of Multilateralism and Diplomacy for Peace with an interview with the President of the 77th General Assembly H.E. Csaba Kőrösi, directing focus towards the assembly and member states at times of crises.

Furthermore in April, when recommendations of the UN Secretary General's High-Level Advisory Board on Multilateralism (HLAB) were released, the Foundation teamed up with the Global Challenges Foundation and hosted a workshop in Stockholm with key stakeholders from government, civil society and the research community. The workshop reviewed the recommendations and how they could be taken forward for more inclusive, more networked global governance, as well as the challenges associated with lacking sufficient political will to implement them. For the Foundation it was a full circle as it had hosted the Board in Uppsala and Backåkra in 2022.

Highlighting the challenges of the war in Ukraine both domestically and within the EU, the Foundation brought together key policy, practitioner and research stakeholders from Southeast Europe for a panel discussion on 'Ukraine and lessons learned from the Western Balkans' at the Stockholm

Forum on Peace and Development in May.

In June, the Foundation hosted a plenary session at the two-day annual meeting of the Academic Council of the United Nations in Washington D.C., which commemorated the 75th anniversary of the UN peacekeeping missions and political mission. The central theme for the session was the EU, the African Union and regional prevention within the context of the UN's New Agenda for Peace.

With shared agendas between the EU and the UN in focus, the Foundation collaborated with the Swedish Ministry of Foreign Affairs and hosted the EU Working Party CONUN in Uppsala during its three-day informal meeting in Sweden in June at the tail end of the Swedish EU presidency.

In August, the Foundation hosted a roundtable with the President of the 77th General Assembly H.E. Csaba Kőrösi and key stakeholders from the government, research, civil society and UN agencies in Uppsala, focusing on systems challenges and the changing role of the General Assembly.

In September, the Foundation honoured the memory of Dag Hammarskjöld and all those who died in the plane crash in Ndola in 1961 with a wreath-laying ceremony and a solemn discussion in Uppsala with the Zambian and South African ambassadors to Sweden and representatives of the civil society and the Swedish Parliament. At the commemoration in New York, Secretary General Antonio Guterres said 'We honour a virtuoso of multilateral action. With passion and compassion, courage and curiosity, diplomatic skills and boundless stamina, Dag Hammarskjöld lived – and died – for the ideals of our United Nations.'

In November, the Foundation and the Global Challenges Foundation continued the discussion on effective multilateralism by hosting an expert seminar in Stockholm with Swedish and international think-tanks, policy and research institutes, non-governmental organisations, the Ministry for Foreign Affairs and SIDA. ♦



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The weakness of one
is the weakness of all,
and the strength of one
[...] is indirectly the
strength of all.
Dag Hammarskjöld, 1956.

Annual Report 2023

Dag Hammarskjöld Foundation
1 January 2023–31 December 2023

Bo Beskow, 1957, 'Meditation Room', sketch
for a mural in the UN building in New York.

Director's Report 2023

Purpose and Organisation

The Dag Hammarskjöld Foundation, corporate identity number 902000-7630, is an autonomous, non-governmental and non-grant-giving foundation established by the Swedish Government following an initiative by the Parliament and the Swedish Government in the aftermath of the 1961 plane crash in which Secretary-General Hammarskjöld died. The Foundation's Statutes were adopted on 2 March 1962 and revised on 8 November 1968.

The Foundation's purpose is to promote social, political, economic and cultural progress within the nations whose development Dag Hammarskjöld worked to improve. The Foundation shall be operating and not grant-making. Its work programme shall, as a rule, be performed under its own auspices. Training shall be provided through seminars, conferences, courses and such other activities as may constitute a preparation for or a follow-up to programmes of this kind. The activities of the Foundation shall be directed particularly to academically or otherwise well trained or administratively experienced persons from developing countries. Training activities shall be concentrated to fields considered to be of topical, practical and immediate interest to developing countries.

The Foundation is governed by a Board of Trustees, consisting of seven members. The Board appoints its members, Chair and an Executive Director. Since 2019, Ms. Ruth Jacoby is the Chair of the Board. An Executive Director manages 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. Since 2015 Mr. Henrik Hammargren has held the position as Executive Director. The Executive Director appoints and directs the staff of the Foundation. At the end of the financial year, 14 people were employed by the Foundation. The average number during the year was 14. In accordance with the Statutes, the Foundation has its registered office at Dag Hammarskjöld Center, which is in Geijersgården at Övre

Slottsgatan 2, Uppsala, Sweden. The Annual Board Meeting was held 11 May 2023.

In accordance with the Foundation's Statutes, the Government appoints its auditor. The Government has appointed Maria Wigenfeldt (PWC AB) as authorised public accountant, and Sara Wallinder as deputy auditor from 4 March 2021 to 31 December 2023.

The Foundation manages an endowment and its 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) for 2023. The grant is regulated in an agreement between the Foundation and the Ministry for Foreign Affairs (MFA). The Foundation received a core support grant of 16,5 MSEK for its operations in 2023 in accordance with the annual letter of appropriation to the Swedish International Development Cooperation Agency (Sida) for 2023. The grant was disbursed in one installment on 19 May 2023. The Foundation's annual budget amounted to 20 MSEK, which could be decided by adding 3,5 MSEK from equity (unspent funds from 2021 and 2022). The Foundation's financial results are presented in the income statement and balance sheet. The Annual Report has been prepared in accordance with the provisions of the Swedish Annual Accounts Act.

Promotion of purpose

The Foundation's objectives are promoted through thematic reports, seminars, conferences, consultations and targeted communication efforts. The activities have been carried out in accordance with the 2023 Annual Workplan and Budget, as adopted by the Board. During the financial year, over 15 major activities were carried out in the form of expert seminars, consultations, and conferences in collaboration with the UN, Member States, international organisations and civil society. Participants have included UN senior management, (Under-Secretary-Generals; Assistant-Secretary-Generals; as well as UN Resident Coordinators),

national managers and leaders at country level and representatives from civil society organisations and the private sector.

DHF supports, documents, and informs about the implementation of UN resolutions on peacebuilding and the strengthening of the UN's internal peacebuilding organization. Since 2014, an annual unofficial working meeting has been arranged for the members of the Peacebuilding Commission. Through analyses, consultations and reports, the foundation has contributed to the work to strengthen the financing of peace-building efforts. The foundation participated in the Ministry of Foreign Affairs and the Stockholm International Peace Research Institute (SIPRI) international forum for peace and development. The seventh annual international training program for dialogue and mediation was carried out in collaboration with the Department of Peace and Conflict Research at Uppsala University.

The Foundation has produced and released 4 thematic publications presenting facts and analysis. The annual report on the financing of the UN development system was presented ahead of the opening of the General Assembly in September. In 2023, the follow-up of the joint commitments decided by the UN and the Member States through the financing agreement 'Funding Compact' was deepened, and was highlighted at the ECOSOC sessions in May. With this work, the Foundation contributes to strengthening accountability and developing innovative and efficient financing for the implementation of global goals and member countries' development priorities.

Significant events after the end of the financial year

In 2023, Sweden's government introduced a new financial framework for Swedish development cooperation, which leads to a reduction in the allocation for the budget year 2024. Sweden's Riksdag has made a decision for the budget year 2024 and the government has, within the framework of support for multilateral and international organisations

and funds, decided on core support for Dag Hammarskjöld's Memorial Fund of 16.5 MSEK, which affects the foundation's operating conditions for 2024, as no additional funding can be added. To reduce financial vulnerability, the Foundation in 2023 initiated actions to identify possible new sources for external funding and increase the level of cost-sharing with partners for projects and activities.

In 2024, further organisational changes take place. After serving nine years as Executive Director, Henrik Hammargren resigns from this position and terminates his employment at the Foundation.

Note 5 Results for the year:

The Government's financial contribution to The Dag Hammarskjöld Foundation has consisted of a core support since 2018. The core support is paid as a contribution to the Foundation's budget to be used in accordance with the Foundation's strategic framework and the general work plan. The core support is not subject to the requirement to reimburse unspent funds at the end of the financial year. This meant that the 2023 core support of SEK 16,500,000 is recognised as revenue for the year. For the financial year 2023, the Foundation reports a negative result of SEK -3,843,687 which has a negative impact on equity. This result is balanced in the Foundation's equity. The estimated outcome according to the budget was SEK -3,500,000. Compared to the budget approved by the Board of Trustees for 2023 of SEK 20 million, with core support of SEK 16.5 million, the outcome is SEK -343,687.

Multi-year review (SEK)	2023	2022	2021	2020
Net sales	17 171 867	22 313 598	22 082 030	22 218 226
Profit after financial items	-3 843 687	-1 052 972	1 720 730	1 943 029
Equity ratio	65 %	76 %	67 %	65 %

Changes in equity (SEK)	2023-12-31	2022-12-31
Equity capital	7 069 146	8 122 119
Previous year's results	-	-
Profit for the year	-3 843 687	-1 052 972
Total unrestricted equity	3 225 459	7 069 146
Total equity	3 225 459	7 069 146

Appropriation of profit

The Board of Directors proposes that the unappropriated earnings, SEK 3 225 459, are distributed as follows:

Appropriation of profit (SEK)	
Carried forward	3 225 459
Total	3 225 459

The Foundation's results and financial position are shown in the following income statement and balance sheet with notes.

Income Statement (SEK)

	Not	2023-01-01 -2023-12-31	2022-01-01 -2022-12-31
Operating income, change in stocks, etc.			
Net sales		16 950 952	22 313 598
Total operating income, stock change etc.		16 950 952	22 313 598
Operating expenses			
Other external costs		-7 402 530	-9 961 062
Employee benefit expenses	2	-13 546 632	-13 192 278
Depreciation and amortization of tangible and intangible assets		-34 892	-42 897
Total operating expenses		-20 984 054	-23 196 237
Operating expenses misc.			
Exchange rate losses on receivables and liabilities of an operating nature		-63 023	-31 535
Total expenses misc.		-63 023	-31 535
Operating profit		-4 096 124	-914 174
Financial items			
Gains and losses on the realisation of securities		-44 094	-135 386
Other interest income and similar profit items		211 632	0
Interest expense and similar profit items		-3 288	-3 412
Total financial items		-252 437	-138 798
Net profit for the year	5	-3 843 687	-1 052 972

Balance Sheet (SEK)

	Not	2023-12-31	2022-12-31
ASSETS			
FIXED ASSETS			
Tangible assets			
Cost of improvements to leased property	3	227 154	240 073
Machinery and other technical installations		1	1
Equipment, tools and installations		106 796	128 769
Total tangible assets		333 951	368 843
Financial assets			
Other securities held as non-current assets	4	0	4 624 800
Total financial assets		0	4 624 800
TOTAL FIXED ASSETS		333 951	4 993 643
CURRENT ASSETS			
Inventories etc.			
		1	1
Current receivables			
Accounts recievable - trade		67 732	-
Other recievables		82 728	341 344
Prepaid expenses and accrued income		394 786	324 240
Total current recievables		545 247	665 584
Cash and band balances			
Cash and bank balances		4 172 191	3 692 011
Total cash and bank balances		4 172 191	3 692 011
TOTAL CURRENT ASSETS		4 717 438	4 357 596
TOTAL ASSETS		5 051 389	9 351 238
EQUITY AND LIABILITIES			
EQUITY			
Non-restricted equity			
Profit brought forward		7 069 146	8 122 118
Profit for the year		-3 843 687	-1 052 972
Total non-restricted equity		3 225 459	7 069 146
TOTAL EQUITY		3 225 459	7 069 146
Current liabilities			
Account payable - trade		893 986	911 062
Tax liabilities		-222 592	-12 250
Other liabilities		434 046	452 572
Accrued expenses and deferred income		720 490	930 709
Total current liabilities		1 825 930	2 282 092
TOTAL EQUITY AND LIABILITIES		5 051 389	9 351 238

Balance Sheet

Amounts in SEK
Income statement

Note 1
Accounting principles
The annual report has been prepared in accordance with the Annual Accounts Act and the Swedish Accounting Standards Board's general advice, BFNAR 2016:10, Annual Report in smaller companies.

Depreciation principles for fixed assets
Depreciation according to plan is based on original cost less estimated residual value. Depreciation is calculated on a straight-line basis over the estimated useful life of the asset.

Fixed assets

Computers	3 years
Equipment, tools and installations	5 years
Furnitures	10 years
Cost of improvements to leased property	20 years

Note 2

Employees and personnel costs	2023-12-31	2022-12-31
Average number of employees	14	14

Balance Sheet

Note 3

Machinery and other technical equipment		
Accumulated acquisition costs		
– at beginning of year	411 519	411 519
– acquisition	0	0
– disposed	0	0
Total	411 519	411 519
Scheduled accumulated depreciation		
– at beginning of year	-92 676	-49 779
– scheduled depreciation for the year	-34 892	-42 897
– disposed	0	0

Machinery and other technical equipment		
Total	-127 568	-92 676
Carrying amount at year-end	283 951	318 843

Note 4

Other long-term securities holdings		
Accumulated acquisition costs		
– at beginning of year	4 624 800	4 760 186
– purchased assets	-	-
– disposed assets	-4 624 800	-
Carrying amount at year-end	0	4 760 186

Quoted shares	Reported value	Reported value
Nordea Swedish Bond Stars	0	2 996 320

Signatures

Uppsala – 21 May 2024

Hans Wallmark
Chairperson

Erik Hammarskjöld

Joakin Kreutz

Cecilia Malmström

Astrid Thors

Per Knutsson
Exectutive Director

My audit report was
submitted on 5 May 2024

Maria Wigenfeldt
Certified auditor

Auditor’s report

To the Board of Trustees of the Dag Hammar-
skjöld Foundation, reg. no. 902000-7630.

Report on the annual accounts

Statements

I have audited the annual accounts of the Dag
Hammarskjöld Foundation for the year 2023.

In my opinion, the annual accounts have been
prepared in accordance with the Annual Ac-
counts Act and present fairly, in all material
respects, the financial position of the Founda-
tion as of 31 December 2023 and its finan-
cial performance for the year then ended in
accordance with the Annual Accounts Act. The
Directors’ Report is consistent with the other
parts of the financial statements.

Basis for opinions

I conducted my audit in accordance with Inter-
national Standards on Auditing (ISA) and gene-
rally accepted auditing standards in Sweden.
My responsibilities under those standards are
further described in the Auditor’s Responsibilities
section. I am independent of the Foundation in
accordance with generally accepted auditing
standards in Sweden and have otherwise fulfilled
my ethical responsibilities in accordance with
these requirements.

I believe that the audit evidence I have obtained
is sufficient and appropriate to provide a basis
for my opinions.

Responsibilities of the Board of Trustees

The Board of Trustees is responsible for the
preparation of the annual accounts and that
they give a true and fair view in accordance with
the Annual Accounts Act. The Board of Trustees
is also responsible for such internal control as it
determines is necessary to enable the prepara-
tion of financial statements that are free from
material misstatement, whether due to fraud or
error.

In preparing the financial statements, the Board
of Trustees is responsible for the assessment of
the Foundation’s ability to continue as a going
concern. It discloses, where applicable, matters
that may affect the ability to continue as a going
concern and to use the going concern basis of

accounting. However, the going concern basis of
accounting is not applied if a decision has been
made to cease operations.

Auditor’s responsibilities

My objectives are to obtain reasonable assu-
rance about whether the financial statements
as a whole are free from material misstatement,
whether due to fraud or error, and to issue an
auditor’s report that includes my opinions. Re-
asonable assurance is a high level of assurance
but is not a guarantee that an audit conducted
in accordance with ISAs and generally accep-
ted auditing standards in Sweden will always
detect a material misstatement when it exists.
Misstatements can arise from fraud or error
and are considered material if, individually or in
the aggregate can reasonably be expected to
influence the economic decisions of users taken
on the basis of the annual accounts.

As part of an audit in accordance with ISAs, I
exercise professional judgement and maintain
professional scepticism throughout the audit. In
addition:

- I identify and assess the risks of material
misstatement of the financial statements,
whether due to fraud or error, design and
perform audit procedures responsive to
those risks, and obtain audit evidence that
is sufficient and appropriate to provide a
basis for my opinions. The risk of not detec-
ting a material misstatement resulting from
fraud is higher than for a material missta-
tement resulting from error, because fraud
may include collusion, forgery, intentional
omissions, misrepresentations, or override
of internal control.
- Obtain an understanding of the Foundation’s
internal control relevant to my audit in order
to design audit procedures that are appro-
priate in the circumstances, but not for the
purpose of expressing an opinion on the
effectiveness of the Foundation’s internal
control.
- Evaluate the appropriateness of accounting
policies used and the reasonableness of ac-
counting estimates and related disclosures
made by the Board of Turstees.

- I conclude on the appropriateness of the Board of Trustees’ use of the going concern basis of accounting in preparing the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation’s ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the audit evidence obtained up to the date of the audit report. However, future events or conditions may cause a foundation to cease to continue as a going concern.
- I evaluate the overall presentation, structure and content of the annual accounts, including the disclosures, and whether the annual accounts represent the underlying transactions and events in a manner that achieves fair presentation.

I must inform the Board of Trustees of, among other things, the planned scope and timing of the audit. I am also required to communicate significant audit findings, including any significant deficiencies in internal control that I have identified.

Report on other legal and regulatory requirements

Statement

In addition to my audit of the annual accounts, I have also audited the administration of the Board of Trustees of the Dag Hammarskjöld Memorial Foundation for the year 2023.

In my opinion, the members of the Board have not acted in contravention of the Foundation Act, the Foundation Ordinance or the Annual Accounts Act.

Basis for opinion

I conducted my audit in accordance with generally accepted auditing standards in Sweden. My responsibilities under those standards are further described in the Auditor’s Responsibilities section. I am independent of the Foundation in accordance with generally accepted auditing

standards in Sweden and have otherwise fulfilled my ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Board of Trustees

The Board of Trustees is responsible for the management of the Foundation in accordance with the Foundation Act and the Foundation Ordinance.

Auditor’s responsibilities

My objective in the audit of the administration, and hence my opinion, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors has, in any material respect - undertaken any action or been guilty of any omission which can give rise to liability to the Foundation or to dismissal; or - in any other way acted in breach of the Foundations Act, the Foundation Ordinance or the Annual Accounts Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that may give rise to liability to the foundation.

As part of an audit in accordance with generally accepted auditing standards in Sweden, I exercise professional judgement and maintain professional scepticism throughout the audit. The audit of the administration is primarily based on the audit of the accounts. The additional audit procedures performed are based on my professional judgement based on risk and materiality. This means that I focus the audit on those actions, areas and conditions that are significant to the organisation and where non-compliance would have a particular impact on the Foundation’s situation.

I review and test decisions made, supporting documentation, actions taken and other matters relevant to my opinion.

Uppsala, 25 June 2024

Maria Wigenfeldt
Certified auditor

Annexes

Annex 1 – Publications

Development Dialogue No. 65
Intersectionality: Experiences, views and visions for change
April 2023

Development Dialogue Paper No. 32
Multilateralism: An instrument as a choice
June 2023

Dag Hammarskjölds Minnesfond
Verksamhetsberättelse 2022
July 2023

Dag Hammarskjöld Foundation
Annual Report 2022
Published on-line
September 2023

Financing the UN Development System
Choices In Uncertain Times
September 2023

Investing and Partnering with Youth for Peace (IPYP)
Inception report 2023
October 2023

Annex 2 – Partners

Within the UN System

Development Coordination Office (DCO)
Multi-Partner Trust Fund Office (MPTF Office)
Peacebuilding Support Office (PBSO)
Peacebuilding Commission (PBC)
UN Development Programme (UNDP)
UN System Staff College (UNSSC)
Office of the High Commissioner for Human Rights (OHCHR)
Executive Office of the UN Secretary-General (EOSG)
Office of the President of the General Assembly (OPGA)
Office of the Secretary-General's Envoy on Youth (OSGEY)
The World Bank

International organisations and Civil society organisations

(in alphabetical order)
Academic Council of the UN system (ACUNS)
Brookings Institution
Center on International Cooperation (CIC)
Fondo Semillas
Fryshuset
Geneva Peacebuilding Platform (GPP)
German Institute of Development and Sustainability (IDOS)
Global Executive Leadership Initiative (GELI)
Global Network of Women Peacebuilders (GNWP)
Global Partnership for Effective Development Cooperation (GPEDC)
Global Partnership for the Prevention of Armed Conflict (GPPAC)
Graduate Institute
Greentree Foundation
International IDEA
International Peace Institute (IPI)
Interpeace
Life & Peace Institute (LPI)
Norwegian Institute for International Studies (NUPI)
Quaker United Nations Office (QUNO)
Stockholm International Peace Research Institute (SIPRI)
Svenska FN-förbundet – Swedish UN Association
United Network of Young Peacebuilders (UNOY Peacebuilders)

Swedish authorities

Folke Bernadotte Academy (FBA)
Sida (The Swedish International Development Cooperation Agency)
Swedish Dialogue Institute for the Middle East and North Africa
Permanent Mission of Sweden to the United Nations in New York
Uppsala University (including the Department of Peace and Conflict Research)

Annex 3 – Activities 2023

February

Dag Hammarskjöld Lecture 2022

Lecture by Amina J. Mohammed, Deputy Secretary-General of the United Nations. Uppsala, Sweden.

‘How dare you?’

Kate Gilmore represented the Foundation at the 2nd European Humanitarian Forum and presented her article from the 2022 report ‘The Art of Leadership’ in the ‘United Nations: Painting perspectives, staying true to principles’. Brussels, Belgium.

‘Quality Financing for Peacebuilding and Conflict Prevention, Practical Avenues to Improve Support for Local Peace Actors’

The Foundation, together with the Life & Peace Institute and the Global Partnership for the Prevention of Armed Conflict, hosted a roundtable about their co-created paper on how to improve the quality of financial support to local peacebuilding actors. Online.

‘How can integrated climate responses contribute to sustaining peace?’, Operationalising Sustaining Peace Roundtable 1/2023

Roundtable organised together with the Global Partnership for the Prevention of Armed Conflict and the NYU’s Center for International Cooperation (CIC). Hybrid Discussion, New York, USA.

March

‘Intersectionality in policy and practice: A tool for operationalising the Leave No One Behind principle’

Side event at the Regional Forum on Sustainable Development for the United Nations Economic Commission for Europe. Webinar.

April

‘A Breakthrough for People and Planet’, HLAB Report Seminar

Seminar co-hosted with Global Challenges on International Day of Multilateralism. Stockholm, Sweden.

‘The New Agenda for Peace: Implications for Regional Organisations’

Roundtable co-hosted with the Department of Peace and Conflict Research and the International Training on Dialogue and Mediation Alumni Network at Uppsala University. Online.

May

‘Intersectionality: Experiences, views and visions for change’

Release of the 65th edition of Development Dialogue. Uppsala Sweden.

‘The lessons learnt from the Balkan wars of the 1990s and the parallel processes of peacebuilding, institution building and development over the past 30 years’

Seminar organised at the annual SIPRI Forum Stockholm, Sweden.

‘Advancing peace during war: Lesson and reflections from the region’s people powered movements’

Seminar organised at the annual SIPRI Forum. Stockholm, Sweden.

‘Global Coalition for Youth, Peace, and Security’

Annual retreat organised together with the United Network of Young Peacebuilders in collaboration with Search for Common Ground and the United Nations Population Fund. Dakar, Senegal.

June

‘The peaceful superpower: The US war in Iraq, 20 years later, lessons and implications’

Lecture by Professor David Cortright from the Croc Institute co-organised with Pax et Bellum, Uppsala University Department of Peace and Conflict Research Student Association. Uppsala, Sweden.

‘Intersectionality in peacebuilding practice: Lessons from the field’

Roundtable co-organised with the Department of Peace and Conflict Research at Uppsala University. Online.

‘The Peacebuilding Commission in a new era for peace’

The annual PBC retreat was co-organised with the UN Department of Political and Peacebuilding Affairs. New York, USA.

Expanding Awareness: Online Sessions on Funding Compact

Online sessions conducted in partnership with the United Nations Development Coordination Office and the Multi-Partner Trust Fund Office. Online.

‘The Political Accompaniment Role of the Peacebuilding Commission’, Operationalising Sustaining Peace Roundtable 2/2023

New York, USA.

August

Multilateralism in times of cascading crises - rethink and recommit’

A roundtable with his Excellency Csaba Körösi, President of the 77th United Nations General Assembly, during his visit to the Foundation. Uppsala, Sweden.

International Training on Dialogue and Mediation Training Course’. Part 1

Organised with Uppsala University Department of Peace and Conflict Research. Online.

‘What is after the New Agenda for Peace? Assessing opportunities and next steps for the Peacebuilding Commission’, Operationalising Sustainable Peace Roundtable 3/2023

New York, USA.

‘Intersectionality: Experiences, Views and Visions for Change: What does it mean in practice?’

Roundtable. New York, USA

September

Dual release of ‘Financing the UN Development System: Choices in Uncertain Times’

Hybrid release at the Permanent Mission of Sweden to the UN and an on-site release at the Swedish Ministry for Foreign Affairs. New York, USA, online and Stockholm, Sweden.

‘Partnerships, Financing and Resource Mobilisation’

United Nations Systems Staff College course. Bonn, Germany.

Ndola Commemoration

Wreath laying and roundtable with Zambia’s ambassador to Sweden, Gladys Neven Lundwe, South Africa’s ambassador to Sweden, Brigitte Mabandla, Swedish MP Gudrun Brunegård and Uppsala county governor Stefan Attefall, in memory of the plane crash in Ndola 1961, where Dag Hammarskjöld, along with fifteen others, lost their lives. Uppsala, Sweden.

‘Youth Peace and Security Agenda’

Presentation at the Nordic Forum on Youth, Peace and Security. Helsinki, Finland

October

Release of ‘Investing and Partnering with Youth for Peace Inception Report’

The Foundation participated and launched the report at the African Resilience Forum. Abidjan, Côte d’Ivoire.

‘National prevention strategies: Theory and practice’

International Training on Dialogue and Mediation Alumni Network webinar organised together with the Department of Peace and Conflict Research at Uppsala University. Online.

‘Sustaining Peace for Geneva-based diplomats’

Training co-organised with the Geneva Academy and Geneva Peacebuilding Platform. Geneva, Switzerland.

November

‘Peace and security in the age of climate crisis’

International Training on Dialogue and Mediation Alumni Network webinar organised together with the Department of Peace and Conflict Research Uppsala University. Online.

‘Linkages between human rights and peacebuilding’

Organised together with the Quaker United Nations Office in Geneva. Online.

‘The Role of an international civil servant and work of the Dag Hammarskjöld Foundation’

Lecture at the Association for Peace and Conflict Studies at the Department of Political Science at Lund University. Lund, Sweden.

‘Operationalising the New Agenda for Peace: opportunities to strengthen UN support to national violence prevention strategies’

Workshop in partnership with Global Partnership for the Prevention of Armed Conflict, Centre for International Cooperation New York University. Workshop. New York, USA.

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**For all that has been: thank you,
for all that is to come: yes!**

Dag Hammarskjöld, ‘Markings’



**Dag Hammarskjöld
Foundation**

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