



Dag Hammarskjöld
Foundation

Dag Hammarskjöld Foundation

Annual Report 2024



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**The work for peace is
basically a work for the
most elementary of human
rights: the right of everyone
to security and freedom
from fear.**

Dag Hammarskjöld, 1957



**Dag Hammarskjöld
Foundation**

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Preface

The Dag Hammarskjöld Foundation continued to demonstrate its relevance and credibility as a strategic partner of choice, meeting high expectations from its Board, a diverse stakeholder group and strategic partners throughout this year.

We are facing a world marked by interlinked global challenges, including escalating climate impacts, rising political polarisation, and the highest number of armed conflicts since the creation of the UN. In this context, the Foundation remained steadfast in its commitment to strengthening multilateralism with the United Nations at its core – advancing a rules-based international order and reinforcing the UN's ability to respond effectively and equitably in a complex and contested environment. Simultaneously, 2024 offered a renewed sense of opportunity. The negotiation toward the UN Pact for the Future was a beacon of light for the international community. It reaffirmed a commitment to peace, sustainable development, human rights, and international cooperation. We recognise the significance of the Pact as it signals a collective recommitment by the Member States to multilateralism and the implementation of all agreed frameworks whilst offering a renewed energy for global collaboration.

The Foundation went through a number of changes during the year. The shift in leadership went smoothly with the appointment of a new Executive Director and a new Board of Trustees Chair. We continued our work as a knowledge provider and impartial facilitator for dialogue built over decades. These trust positions are grounded through consistent delivery and long-standing partnerships anchored in credibility, independence, and mutual trust.

Despite the Foundation's modest size, we benefited from our unique access and the trust of stakeholders across the multilateral system. This includes close engagement with the Executive Office of the UN Secretary-General (EOSG), the President of the General Assembly, the UN Economic and Social Council (ECOSOC), senior leadership within UN agencies and UN Country Teams around the world, as well as global and local civil society actors.

The work was structured around three interconnected programme areas: (1) Principled Leadership within and by the UN – where the Foundation supported reflection, documentation, and dialogue to reinforce values-based leadership in the UN system; (2) Financing the UN Development System – where it advanced evidence-informed analysis and dialogue to promote more predictable, sustainable, and high-quality financing; and (3) Strengthening the UN's Peace and Security Pillar – where it contributed to the operationalisation of the Sustaining Peace resolutions, strengthened the UN Peacebuilding Architecture, supported the UN's evolving peacebuilding agenda, and advanced youth peace and security (YPS).

One highlight was the release of 'The Art of Leadership in the United Nations: Our duty to find new forms', the third edition in the flagship report series. This edition explores UN leadership in three critical areas: facing normative erosion, operating in fragile settings, and responding to urgent polycrisis situations.

The 11th edition of the 'Financing the UN Development System' report was released in September, with the subtitle 'Resourcing the Future'.

Together with the UN Multi-Partner Trust Fund Office we are promoting transparency and accountability in multilateral development financing that serves as a key reference document for both Member States and UN personnel.

The Foundation consolidated its role as a trusted partner of the UN Peacebuilding Commission (PBC), convening the annual ambassadorial strategic retreat and supporting dialogue among its full membership – including the P5 and the G77 – on strengthening the UN's peacebuilding architecture. We continued advancing our work in the area of Youth, Peace and Security by supporting efforts to explore pathways for increasing resourcing of youth-led peacebuilding through its Investing and Partnering with Youth for Peace (IPYP) project together with private sector actors.

Underscoring the legacy of Dag Hammarskjöld,

the Foundation elevated the importance of safeguarding the integrity and accountability of the International Civil Service at a time of growing normative contestation. This work includes deepening our collaboration with a range of UN actors, including the President of the UN General Assembly, UN Ethics Office, the UN Development Cooperation (DCO), and the UN System Staff College (UNSSC), to advance discourse and action on principled and normative UN leadership.

Another highlight was the 2023 and 2024 Annual Dag Hammarskjöld Lecture and Medal Ceremony. Rena Lee, Ambassador for International Law and the Chief Executive of the Intellectual Property Office of Singapore gave the 2023 lecture. She shared the podium with Jan Egeland, Secretary General of the Norwegian Refugee Council who gave the 2024 lecture.

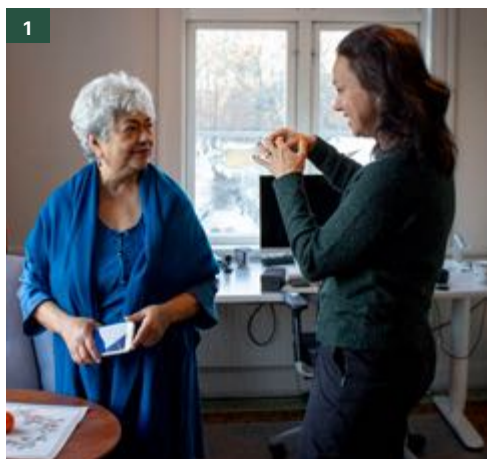
As we look ahead, the adoption of the UN Pact for the Future in 2024 offers a crucial opportunity to renew and strengthen multilateral cooperation. For the Foundation, it reaffirms our role as an impartial interlocutor and knowledge broker, convening diverse voices around the principles in the UN Charter and supporting a multilateral system that can respond with courage and foresight to today's challenges.

In the spirit of Dag Hammarskjöld's legacy, we remain convinced that, even in times of crisis, there lies a chance for meaningful change – if we have the collective will to act. As Hammarskjöld reminded us: 'Only he deserves power who every day justifies it'. For the Foundation, this means continuing to provide trusted spaces for informed dialogue and advancing principled multilateralism that serves peace, human rights, and sustainable development for future generations.

Björn Holmberg
Executive Director



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



2024 in pictures

1) Dr Monica Sharma talking with Edit Morin Kovacs after a roundtable in January. **2)** Group picture with colleagues from the UN Multi-Partner Trust Fund office visiting Uppsala. **3)** Matt Sykes and Nille Skalts from RiTA pictured with Sigrid Gruener and Benjamin Claeson. **4)** Participation in a regional session organised by the Dialogue on Peacebuilding and Statebuilding in Accra, Ghana. **5)** Preparation before the Dag Hammarskjöld Lecture, read more on page 14. **6)** Release of 'The Art of Leadership in the United Nations: Our duty to find new forms' report in New York, read more on page 22. **7)** Presenting the Financing the UN Development System report at the UN System Staff College in Bonn **8)** Rena Lee, 2023 Dag Hammarskjöld Lecturer and medallist, visiting Dag Hammarskjöld's grave. Read more on page 12.



The work began in September 1961

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.

22 September 1961. The Prime Minister and the Speaker of the Swedish Parliament signed a decision on raising funds to honour Hammarskjöld's memory, and work began on setting up a foundation.

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

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.'

8 November 1968. The Foundation's statutes were 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 Trustees. The board includes members proposed by the 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.

Hans Wallmark has been Chair of the Board since January 2024. Other members are 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 2024, the Foundation had 13 employees. It also has 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

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.



Bringing actors together to support the UN's work for peace

The Foundation's work in the area of Sustaining Peace principally focuses on enhancing the effectiveness of the United Nations' efforts to sustain peace, reduce violence and war, and build resilience and stronger societies. Based on the legacy of Dag Hammarskjöld, the team's efforts are grounded in the principles of impartiality and inclusivity, inviting all parties to engage in dialogue irrespective of their views or values.

'We bring people together to share their experiences and to express their needs to decision-makers, with an aim to make their work easier and more impactful', says Sigrid Gruener, Deputy Executive Director and the Sustaining Peace Programme Director.

She lifts that a primary objective of the Foundation's Sustaining Peace work in 2024 was to concentrate efforts on the processes that will strengthen the United Nations' Peacebuilding Architecture.

'Some highlights were working with the UN Peacebuilding Support Office to facilitate a working session to allow the ambassadors who are part of the Peacebuilding Commission to gather and exchange ideas and expectations for the 2025 Peacebuilding Architecture Review. In addition, the Foundation facilitated a similar process that brought together the different departments and staff of the UN's Peacebuilding Support Office', Sigrid Gruener shared.

'This included organising dialogue sessions to build a unified approach

and understanding of the contribution this office will bring to the review process in 2025.'

She commented that this work is important as the Peacebuilding Support Office is integral in supporting the review while at the same time it is being reviewed.

The work to support Member States in following up on their commitments in the Pact for the Future, adopted in September 2024, was another key area of focus. For Sigrid Gruener an essential part of the process was 'to capture how Member States wanted to take forward recommendations made during the 2020 Peacebuilding Architecture review, which remain unimplemented along with the commitment to strengthen the Peacebuilding Commission articulated in Action 44 of the Pact'.

Other activities involved consultations with different regional groups to inform actors who are less aware of past developments and the evolution of UN's peacebuilding work, and to catalyse their thinking and positioning in the process.

The Foundation continued to engage substantively with thematic input on peacebuilding financing including by hosting a session at the



Together with the Geneva Peacebuilding Platform (GPP), with support from the Permanent Mission of Switzerland to the UN, the Foundation organised a one-day training for diplomats in Geneva in June. The training was made possible by the work of from left to right; Tatiana Avanthay (GPP), Gabriela Buser (GPP), Annyssa Bellal (GPP), Sigrid Gruener, Andrea Aeby (Counsellor at the Permanent Mission of Switzerland to the UN) and Dany Diogo (GPP).



From left to right: Frederik Teufel, Lead Coordinator – Partnerships, Innovation, Private Sector Development, Transition States Coordination Office, at the African Development Bank, Kawtar Zeroual, Deputy Director, Nature Assets Team at the United Nations Capital Development Fund, Elina Mariutsa, Policy Officer, Finance for Peace initiative at Interpeace, Awa Dabo, Director and Deputy Head, United Nations Peacebuilding Support Office and Sigrid Gruener.

2024 Stockholm Forum on Peace and Development, organised by the Stockholm International Peace Research Institute. The panellists highlighted diverse efforts and innovation in strengthening investment in peacebuilding and prevention, and a record of the dialogue was submitted as a contribution to the Peacebuilding Architecture review.

Reflecting on the outcome of such sessions, Sigrid Gruener notes that: 'Feedback from Member States, the UN and other stakeholders is that by sharing knowledge and background information the Foundation has helped to strengthen their participation in formal processes, increasing awareness and active engagement.'

She said that 'the Foundation managed to bring in additional stakeholders that would otherwise not be participating in these conversations. Because policy processes take place at the global level, regional or country level actors are often either too busy with their every-day

work to participate or unaware of the ongoing processes'.

The Foundation's work on Youth, Peace and Security (YPS) has continued to gain significant traction. During the year under reporting, the YPS team produced a paper on financing for the YPS agenda and how that relates to the UN's peacebuilding work more broadly.



Feedback from Member States, the UN, and different actors is that the Foundation shared background knowledge and information that strengthened their participation in the formal processes, increasing awareness and active engagement.

In partnership with the UN Youth Office and the UN Country Team,

the Foundation also facilitated a series of focus groups and consultations with different actors for them to understand the engagement and participation of youth in advancing the SDGs in the Gambia. This engagement was a timely contribution to advancing the Sustainable Development Goal 16 — 'Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels'.

'We helped to gather youth perspectives on UN efforts in The Gambia to implement the UN's Youth 2030 Strategy. Through this work, we supported the UN across the different agencies, funds and programmes to identify concrete ways to more deliberately engage youth in all their work', said Programme Manager Sarah Smith who is working with Sustaining Peace and the Youth, Peace and Security agenda. 'As a result of a workshop held in June 2024, different UN agencies, funds and programmes have now

identified YPS focal points to better facilitate cross-agency coordination', she said.

During 2024 the Foundation continued to house Investing and Partnering with Youth for Peace (IPYP). In close collaboration with Search for Common Ground, Justice Call, the UN Peacebuilding Support Office and UNICEF, amongst others, the Foundation advanced research and analysis on private sector funding, financing and partnerships with youth-led peacebuilding. This work included developing guidance for private sector investors on how to meaningfully engage with young people and make decisions on their investment strategies.



Programme Manager Sarah Smith focuses on the Youth, Peace Security Agenda and the network IPYP, Investing and Partnering with Youth for Peace.

'Another example is the engagement with the African Development Bank to explore outcomes-based financing at the intersections between education, livelihood and peace. As a result of its engagement with IPYP, the African Development Bank is now thinking more broadly about future projects and how to meaningfully engage young people as leaders and equal partners and just not just the beneficiaries of their work.'

For the Foundation, this is a testimony to how a small investment of time and limited resources is able to advance the Youth, Peace and Security agenda and support partners in strengthening their work to engage young people.

An overall achievement was also advancing engagement with the telecommunications and the video games sectors, two non-traditional investors in peacebuilding. 'We had several exploratory discussions on their potential role in supporting young peacebuilders. Actors from these sectors are not usually involved in these kinds of conversations even though young people are wide-scale users of their products and services', said Sarah Smith.

'A lot of our work is about catalysing different processes and working with our partners so that they can then take the work forward. An example of this was when the Foundation led a collaborative process to develop a Terms of Reference for the Member State Group of Champions on YPS.'

Sigrid Gruener considers 'the shift in the geopolitical situation and its effects on peacebuilding efforts' as one of the biggest challenges of 2024.

'The situation is difficult both for the UN and for the broader network of actors including civil society, regional groups and think tanks. During the year, more than 60 countries held parliamentary or presidential elections and some of the outcomes placed additional tension on reliable support to the UN', she said. The ongoing wars in Ukraine and Gaza involve permanent members of the UN Security Council who are also members of the Peacebuilding Commission. The resulting tensions do risk affecting the work of the Commission both in terms of the uncertainty, but also as a result of the polarisation.'

During the year under reporting, the reduction in funding for peacebuilding efforts affected many of the Foundations' civil society partners leaving all with less time and resources to do the work.

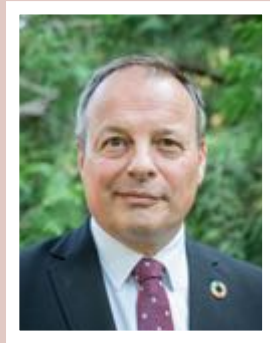
The Foundation grounds its work firmly in Dag Hammarskjöld's legacy. This includes his view of the UN being foremost a platform for smaller Member States to receive international support and to engage in policy processes relevant for their own development as well as those related to the governance of global goods.

'Following his example of providing support to these stakeholders and creating space for them to advance their priorities is one way the Foundation can help advance the sustaining peace agenda and the UN's work on peacebuilding and national prevention strategies', Sigrid Gruener said.

'During this year we were able to highlight the challenges that smaller Member States face in attracting external resources and in gaining international political support.' ♦

Meet our new ED

In July 2024, Björn Holmberg took over as Executive Director of the Dag Hammarskjöld Foundation, succeeding Henrik Hammargren. The Foundation's mission to work in the legacy of Dag Hammarskjöld and its clear focus on strengthening the United Nations and multilateralism were factors that attracted him back to his former hometown Uppsala.



'Above all, I am impressed by the lasting impact of Dag Hammarskjöld's legacy, the need for an international rules-based world order where small and medium-sized nations can defend their rights, rather than living in a world where "might is right",' he says.

'Given the current global situation, organisations like the Foundation are really needed, and I saw an opportunity for me to both learn and contribute.'

Björn Holmberg's interest in world politics and development began when he spent a year as an exchange student in Honduras. This led to studies at the Department of Peace and Conflict Research at Uppsala University, where he later defended his doctoral thesis.

He received Dag Hammarskjöld's Markings from his mother when he was a teenager, and as a peace and conflict scholar he became aware of Hammarskjöld's importance for UN peace operations.

'Even as a new student, when we studied the 1956 Suez crisis and the first peacekeeping force, I learnt about his important role. And in my work today, I see that his name is as relevant now as it was then, and that his memory lives on.'

During his career, Björn Holmberg has worked in Latin America, Africa, the Middle East and Asia, as well

as in Sweden. He started as practitioner working for the UN Secretariat focused on reducing small arms violence in Latin America and the Caribbean. He has held various senior positions at the Swedish Migration Agency, the Swedish International Development Agency (Sida), Swedepace Foundation, and the Challenges Forum, a global network on peace operations which is hosted by the Folke Bernadotte Academy. For a period, he was Country Director for Sida and Deputy Head of Mission at the Swedish Embassy in Guatemala.

Prior to joining the Foundation, he was Deputy National Director and Director of the Department for Programmes and Influencing at Plan International Sweden.

Björn Holmberg is inspired by Dag Hammarskjöld's integrity and his ability to combine principled and effective management with compassion, humanism and commitment to international solidarity and cooperation in line with the UN Charter. The fact that the Foundation does not represent any Member State or the UN but has great credibility and access to many key actors is a great asset, he says.

'We are seen as impartial between actors, but we do not compromise our values. We stand up for the UN Charter, human rights and gender equality. This allows us to be a platform for dialogue and

shared learning, helping to find solutions to challenges and capture opportunities that emerge.'

When Björn Holmberg started his new job, he was surprised by the ability of the Foundation to reach key stakeholders and have an impact.

'When on the inside, I saw the access we have to key actors among Member States, in the UN and in civil society. This gives us the opportunity both to assist with the development of the UN peacebuilding architecture and to support strengthening quality financing for the UN development system. Through strong partnerships with civil society, UN actors and Member States, we can multiply efforts and play a small, but important role,' he says.

'This is the result of a lot of hard work and knowledge from my colleagues, and I was impressed by what the Foundation, together with its partners, can deliver despite its size. It makes me extremely happy and proud.'

Three EDs

The attentive reader of this report may have noted that the Foundation has had three Executive Directors in 2024. After Henrik Hammargren left in February, Per Knutsson served as Interim Executive Director until Björn Holmberg took over in July.

Inspiring lectures in the spirit of Dag Hammarskjöld

The Dag Hammarskjöld Lecture and Medal Ceremony is held in memory of Dag Hammarskjöld, recognising his personal values and inspiration as United Nations Secretary-General: compassion, humanism and commitment to international solidarity and cooperation. In September 2024 the Foundation and Uppsala University hosted the 2023 and 2024 Lectures, marking the 22nd event since its inauguration in 1998.

Rena Lee, Ambassador for International Law and the Chief Executive of the Intellectual Property Office of Singapore gave the 2023 lecture: 'Reaching shore: Multilateralism and the value of International Law'. She shared the podium with Jan Egeland, Secretary General of the Norwegian Refugee Council who gave the 2024 lecture: 'The Lessons from Hammarskjöld for Conflict Resolution Today'.

The lecture is given by persons of outstanding international status who contributed in significant and innovative ways to a more just, peaceful and environmentally sustainable world through valuable achievements either in politics or research are invited to give the lecture.

Discussion Panel

The lecture programme is anchored by a discussion panel with students from Swedish University of Agricultural Science and Uppsala University, invited to share the stage with the lecturers.

As in previous years, Peter Wallensteen, Senior Professor in Peace and Conflict Research, moderated the discussion. He was joined by Mary Theodorah Ajal, master's student in Sustainable Foods Systems at the Swedish University of Agricultural Sciences, Linnea Törnlund, a bachelor's degree student in

Political Science and vice-president of the Uppsala Association of Foreign Affairs, together with Janithrika Jayasundara, a Rotary Peace Fellow and master's student in Peace and Conflict Studies at Uppsala University.

Jan Egeland and Rena Lee continued to engage with the audience answering the probing questions. The focus remained on the global climate challenges, war and peacebuilding, human rights and citizen action for change.

Dag Hammarskjöld Lecture Roundtables

The Foundation also has a tradition of hosting a Roundtable discussion in honour of the Dag Hammarskjöld Lecturer.

The 'Humanitarian horizons: Reflections and strategies for future action' roundtable with Jan Egeland was hosted by Sigrid Gruener, Deputy Executive Director and Programme Director for Peacebuilding. Jan Egeland shared some of his most recent experiences as leader of the Norwegian Refugee Council, whose staff is working in some of the world's worst conflict zones. The academics, civil servants, non-governmental and multilateral sector participants shared their collective experiences in the discussion that highlighted the need for investment in preventing conflict and

building inclusive and lasting peace.

The 'From Agreement to Action: Envisioning the future of the ocean conservation' roundtable discussion with Rena Lee was jointly facilitated by Björn Holmberg, Executive Director at the Foundation, and Håkan Tropp, Programme Director Capacity Building and Acting Chief Operating Officer. It was hosted by the International Centre for Water Cooperation and the Stockholm International Water Institute. The participants, who are mainly active in the terrestrial and freshwater domains, were keen to understand how their work can support the broader ecosystem issues. ♦

The Dag Hammarskjöld Medal

Uppsala University bestows the Dag Hammarskjöld Medal on the Dag Hammarskjöld Lecturer. This special medal was created by the Swedish artist Annette Rydström. It features Dag Hammarskjöld's portrait and a handshake, the old symbol of Concordia, representing Hammarskjöld's diplomatic work on the inverse side. The medal is awarded as recognition for their work rooted in the values of compassion, humanism, and commitment to international solidarity and cooperation aspired by Dag Hammarskjöld as United Nations Secretary-General.

Every September, the Foundation holds a wreath-laying ceremony in Uppsala to commemorate and honour Dag Hammarskjöld and the 15 other persons who died in the plane crash in Ndola 1961. This year, the commemoration coincided with the Dag Hammarskjöld Lectures.

Rena Lee and Jan Egeland, the 2023/2024 Dag Hammarskjöld Lecturers and Medalists walking together with Per Ström, Academy Steward at Uppsala University Administration (to the left), and Björn Holmberg, Executive Director at the Foundation, to the Dag Hammarskjöld family grave in Uppsala, Sweden, for the Ndola commemoration.



Rena Lee: ‘There is still room to take positive global action for our world’

Rena Lee, Ambassador for International Law and the Chief Executive of the Intellectual Property Office of Singapore, delivered the 2023 Dag Hammarskjöld Lecture ‘Reaching Shore – Multilateralism and the Value of International Law’.

‘Dag Hammarskjöld was a tireless supporter of the work of the UN and he gave his life in service of ideals that hold true even today. So, it is truly an honour for me to be delivering this lecture in memory of a very special man, who continues to inspire’, said Rena Lee in her opening remarks.

‘Reaching Shore’ is the story of how states came together to forge the Biodiversity Beyond National Jurisdiction agreement (BBNJ) to govern the world’s high seas and deep seabed.

We learnt that the story of BBNJ is more than the agreement.

‘It is the story of how, in the face of a world that is increasingly fractured, polarised, divided, we can still come together and get things done. It is the story of how, in the face of conflicts, and pandemics, and soaring temperatures, and weather calamities, and other distressing challenges, there is still room to take positive, global action for our world’, Rena Lee said.

‘International law is the foundation of how we operate in society today.

We are the subjects, and oftentimes the beneficiaries, of our world order, premised on the foundation of international law. Knowingly or unknowingly, international law permeates our lives in myriad ways big and small, from strategic, global issues to the everyday.’

In this lecture, Rena Lee argued that the international treaty system represents the sharing of stakes in global governance and also provides a means for interests of small Member States to be defended or furthered on a more level playing field.



After the lectures, Jan Egeland and Rena Lee engaged in a discussion with three students. From left: Peter Wallensteen, Theodorah Mary Ajal Master's student in Sustainable food systems at the Swedish University of Agricultural Sciences, Lovisa Törnlund, Vice-President at the Uppsala Association of Foreign Affairs and Janithrika Jayasundara, Master's student in Peace and Conflict Studies at Uppsala University.



Rena Lee. Foto: Mikael Wallerstedt.

'While this is certainly true for small states, it equally applies to large and powerful states too. In this context, where states tether their fates to each other in an interconnected and interdependent way, it is in the interest of all states, large or small, powerful or less well-resourced, to adhere to international law.'

'I have been struck by the optimism and the positive energy of states actively working on ratifying the agreement, and this tells me that we will reach the initial goal of 60 ratifications, sooner rather than later.'

'Immediately after the conclusion of substantive negotiation of the BBNJ Agreement in March 2023, there was a surge of positivity around multilateralism. Many commented how the conclusion of this agreement represented a victory for multilateralism, that we still have it in us to work together in spite of everything that has been thrown at us. That positivity continues today, and we must harness this positive spirit to press on with our work.'

Speaking to the process, Rena Lee shared:

Where I could, I tried to foster a more open, more transparent process, with greater involvement of stakeholders. I want to take this opportunity to pay tribute to the hundreds of persons, representing Member States, international organisations, civil society organisations, and many more, who, through their dedication, their commitment, their conviction, and their will, made it possible for us to celebrate the conclusion of the BBNJ Agreement. It has been my privilege and honour to have contributed in some small way.'

Her closing remarks focused on the way forward.

"The ship has reached the shore", but this does not mean that work has ended. Specific to the BBNJ Agreement, a Preparatory Commission to prepare for the entry into force of the agreement has been established and will commence

work next year. We press on because we must, and we press on, knowing that we can. It seems fitting to end with this quote from Dag Hammarskjöld, "The more we do, the more we can do" ♦

The lecture is available on the Dag Hammarskjöld Foundation website.

Biodiversity Beyond National Jurisdiction

The Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas Beyond National Jurisdiction (BBNJ), is an implementing agreement under the United Nations Convention on the Law of the Sea (UNCLOS). It is also called the High Seas Treaty, which is not strictly accurate, as the Agreement applies to both the high seas and the deep seabed.



Jan Egeland receiving the Dag Hammarskjöld Medal from Anders Hagfeldt, Vice Chancellor at Uppsala University. Ren Lee, 2023 Dag Hammarskjöld Lecturer and Medalist stands to the left. Photo: Mikael Wallerstedt

Jan Egeland: ‘You must act when peace is threatened and civilians are killed’

Jan Egeland, Secretary General of the Norwegian Refugee Council and former United Nations Under-Secretary-General for Humanitarian Affairs, delivered the 2024 Dag Hammarskjöld Lecture ‘The Lessons from Dag Hammarskjöld for conflict resolution today’.

Jan Egeland started the lecture by remembering the times when Dag Hammarskjöld took office in 1953: ‘A very different time. But also, a time with more similarities than we would perhaps think. From Korea to Congo, where he was tragically killed on a mission of peace – it was a time with massive humanitarian needs, with refugee flows, and with a paralysed Security Council. International relations were in the deep freezer.’

He emphasised that we can learn a lot from Dag Hammarskjöld who ‘wasn’t only an idealist, but he was proactive in his diplomacy.’

‘He was courageous as demonstrated by going to China to meet with the communist leaders in Beijing, when nobody else went. He was also a realist as emphasised in a University of California Convocation speech when he said, “The United Nations may not have been created in order to bring us to

heaven, it was created to save us from hell”.’

Throughout the lecture Jan Egeland referenced diplomacy. ‘There is a limit to what you can do in international diplomacy, but you must act when peace is threatened, civilians are killed, and human rights are trampled. It’s not even that you can, but you have to act. It’s an obligation of all the Member States of the United Nations, it’s there in the UN Charter.’

He shared these stark reminders: 'Since 2011, the number of people displaced by violence has gone up from just over 40 million to 120 million today, either refugees or internally displaced persons.'

'People we, as a world community, as UN Member States, have not been able to protect from violence and conflict. The United Nations has more than 190 members. It should be possible for the world community again, in the spirit of Hammarskjöld, to have stronger global solidarity with the civilian population in these war-torn countries.'

Jan Egeland named the climate crisis as a new challenge compared to Dag Hammarskjöld's time. 'A total of 45 countries reported conflict and violence displacement in 2023, of which 42 countries also reported climate induced displacement.'

Summing it up as follows: 'Those who are first and hardest hit by climate change did nothing to cause it. We, who did so much to cause climate change, are last and least hit.'

Looking forward he shared his views on how to move ahead.

'I often tell my colleagues that we need to work for three P's: Protection, Proximity and Principles. This is also in the spirit of Hammarskjöld.' 'We cannot just be satisfied by being good in assisting people once they have been hit by violence. We must protect them before they are stricken.'

Jan Egeland pointed out that we are failing when it came to the area of protection.

'We are still not able to put protection in proximity to the people in need. We need to be there in their hour of greatest need. We need to support people in having their own organisations to help themselves, as long and as often as possible.'

'We must also agree that the impunity for violations of international law must end. We are obliged to follow up and act upon decisions made by recognised bodies such as the International Court of Justice and the International Criminal Court — this is an obligation in international law. In places ravaged by conflict, it seems now much easier for the warlords to get fuel to bring to the fire, to get arms to massacre ci-

vilians than it is to bring pressure to make peace.'

'Finally, we must stand by the principles of humanity, impartiality, neutrality and independence when we meet attacks on civilians and when we meet humanitarian needs.'

Even as Jan Egeland recounts the difficulties that the world is facing, he does not consider himself a pessimist, despite having 'travelled to virtually all the conflict areas' in his generation.

'I see there is now a generation of better educated people. With more technology, resources and better organisations, tools and knowledge, as demonstrated by the peace studies and the students at Uppsala University.'

'I believe that the generation that will take over now has the chance to undo a lot of the bad things my generation have done.' ♦

The lecture is available on the Dag Hammarskjöld Foundation website.



The roundtable with Jan Egeland took place in the morning of the day of the lecture. From left to right: Jakob Granit, Dan Smith, Peter Walensteen, Björn Holmberg, Jan Egeland, Sigrid Gruener, Rena Lee, Hans Wallmark, Anna-Sara Lind, Sten Hagberg.

Guestbook 2024



At the Foundation's office, visitors are asked to sign our guestbook in relation to their visit. On this display, you will see some of our visitors in 2024.



Diana Janse, State Secretary to the Swedish Minister for International Development Cooperation and Foreign Trade, visited the Foundation together with senior government officials from the Ministry for Foreign Affairs. From left: Peter Linnér, Carl Hartzell, Diana Janse, Björn Holmberg, Lorena Acevedo Narea, Sigrid Gruener and Karin Sandell.



Members of the Committee on Foreign Affairs in the Swedish parliament are on their way to the old Cemetery in Uppsala to pay their respects to Dag Hammarskjöld as conclusion to their visit to the Foundation. Pictured from the left are Aron Emilsson (Chair) and Gudrun Brunegård (Deputy Member) together with Björn Holmberg leading the procession from Geijersgården.



Per Knutsson and Karin Sandell with colleagues from the UN Multi-Partner Trust Fund Office, Jennifer Topping and Bavo Christiaens during their visit to Uppsala.



Five Nordic UN Association Secretaries-General visited the Foundation a sunny day in September. From left to right Peter Linnér, Marijana Markotić Andrić, Catharina Bu (UNA Norway), Torleif Johansson (UNA-Denmark), Vala Karen Viðarsdóttir (UNA-Iceland), Helena Laukko (UNA-Finland), Jens Petersson (UNA-Sweden), Karin Sandell, Björn Holmberg, and Annelies Hickendorff.



Catharina Bu, Secretary-General of the Norwegian UN Association, paying her respect at Dag Hammarskjöld's grave.



From left to right Sarah Smith, Brendan O'Leary, Professor of Political Science at the University of Pennsylvania, HE Mrs. Barbara Jones, Ambassador of Ireland, Björn Holmberg, Sigrid Gruener, Karin Sandell, and Aideen Cooney, Deputy Director, Ministry for Foreign Affairs of Ireland.



Mr. Yohei Sasakawa, Chairman, The Nippon Foundation, signed the Foundation's guest book.



Swedish Minister for International Development Cooperation and Foreign Trade Johan Forssell received a copy of Dag Hammarskjöld's biography from Hans Wallmark, the Chair of the Foundation's Board of Trustees.



The core-group of the network Friends of Multilateralism (Ambassadors in Sweden) visited the Foundation in November. From left to right: HE Mr. David Taylor, Ambassador of New Zealand, HE Mr. Alejandro Alday, Ambassador of Mexico, HE Mr. Kamapradipta Isnomo, Ambassador of Indonesia, HE Mrs. Sara Martina, Ambassador of Portugal, HE Mr. George de la Roche du Ronzet Plihal, Ambassador of Guatemala, Björn Holmberg, HE Mr. Karim Medrek, Ambassador of Morocco, HE Mrs. Maria Clara Biglier, Ambassador of Argentina, HE Mr. Jason LaTorre, Ambassador of Canada, HE Mr. Ahmed Sobhy, Ambassador of Egypt, and Peter Linnér.

‘The credibility of UN leadership comes from its norm-based nature’

Every second year, the Foundation publishes a new report in the series ‘The Art of Leadership in the United Nations’. The aim is to contribute to a strengthened norm-based, principled UN leadership by creating awareness, impacting attitudes and raising levels of engagement on leadership issues.

‘While a credible and efficient UN depends on both political support and sufficient resources, good leadership is also a pre-requisite for the successful response to diverse challenges in an intergovernmental organisation with a global mandate. Much of the credibility of UN leadership comes from its norm-based nature, rooted in the UN Charter, and it’s that unique type of leadership we want to amplify’, says Jemina Holmberg, Senior Programme Manager and Project lead for the 2024 report, ‘Our duty to find new forms’.



Jemina Holmberg hopes the report will strengthen UN leaders through the sharing of experiences.

She describes the Foundation’s work on UN leadership as an impartial platform on issues relating to principled and norm-based leadership.

‘The legacy of Dag Hammarskjöld is very strong on these issues and therefore gives great credibility to the conversations. This is a gift that we carefully manage. We want to nurture that legacy in a way that makes it useful also for coming generations of UN leaders, on all levels.’

Jemina Holmberg particularly emphasises Hammarskjöld’s deep commitment to the values underpinning the International Civil Service (ICS) and his conviction that the credibility of the UN depends on the impartiality, integrity, independence and loyalty of those civil servants.

‘Today we witness an erosion of agreed normative frameworks, principles and commitments. While the international civil service plays a critical role in translating these ideals into practice, a growing paradox is emerging between the value-based, independent character of the UN Charter and the increasing push-back on norms and values based on national interest, making that role much harder to play.’

This time the Foundation has widened the circle of contributors to also give voice to outside perspectives on the opportunities, challenges and demands on UN leadership.

‘We believe that continued relevance of the UN in part depends on its willingness to listen to, and be responsive to, external views on the organisation’, Jemina Holmberg says.

Within the UN system, the Foundation looked for both current and former employees with different exposures to the organisation in terms of function, context and geographical setting.

We also wanted to make sure to get different perspectives based on age, gender, geography et cetera. Some offering the wisdom of lived experience and of decades spent on multilateral work, others providing the fresh perspectives of a more recent entry’, she explains, adding that the perhaps most important factor is that the contributors are ‘willing to share generously and be quite frank in their testimonies and assessment of UN leadership’.

‘The ultimate objective of the report is to contribute to change for the better and in order to achieve that,



The 2024 report was presented at a seminar in New York where two of the contributors, Elia Yi Armstrong and John Hendra, shared their reflections. From left to right Peter Linnér, Elia Yi Armstrong, John Hendra, Björn Holmberg and Sigrid Gruener.

there needs to be an open and honest conversation.'

Jemina Holmberg stresses that the report itself is not the end product, its purpose is to incentivise critical and constructive dialogue, further reflection, and ultimately action, for stronger norm-based leadership.

'It puts the spotlight on issues that the system itself may not have the bandwidth to focus on in the scramble of everyday burdens. I hope it can strengthen individual leaders through the sharing of leadership dilemmas, lessons learned and innovative solutions to challenges.'

When Jemina Holmberg read the contributions for the first time, she noticed that one theme was recurring.

”

It's not necessarily the leader who is the most decisive or confident that gets the best results. But the one who can be humble in all situations, who is ready to change his or her ways, even the ones that have been perfected through years of practice.

'It was encouraging to see the importance that many placed on humility, empathy and self-reflection as perhaps the most important traits of leadership in a norm-rupturing age. It's not necessarily the leader who is the most decisive

or confident that gets the best results. But the one who can be humble in all situations, who is ready to change his or her ways, even the ones that have been perfected through years of practice. The one who, in the words of Kofi Annan, realises that "we cannot change the winds, so bend the sail". The new challenges, in a world of polycrisis, for sure demands a leadership characterised by humility.' ♦

The leadership theme continues on the next page. →

—→ *Continuation of the leadership theme.*

Hammarskjöld drew parallels between leadership and art

Alluding to leadership as an art, the title of the report series on leadership in the United Nations has become a trademark for this publication with each edition focusing on different artistic expressions. Dag Hammarskjöld himself often pointed to the parallels between leadership and art, where the task is to create meaning within a certain framework through skill and knowledge, but also creativity, courage and perseverance.

The 2024 report therefore turned to objects and sculptures that belonged to Dag Hammarskjöld, each one dear to him for different reasons, to feature the report and its articles.

‘Dag Hammarskjöld carefully chose the objects he surrounded himself with – objects that, through the symbolism they embodied or the stories they communicated, guided and strengthened him in shaping his own decisions and leadership choices’ says Sandra Jakobsson, Communications Officer, who has

taken the photos and written the texts linking the objects to the articles, and further describes the match:

‘With this report, we used these sculptures and their unique provenance to portray each article in a new way, adding a historical perspective to view the present.’

The title, ‘Our duty to find new forms’, refers to a quote from a speech by Dag Hammarskjöld at the 25th anniversary of Museum of Modern Art in New York 70 years earlier:

‘Even in the political sphere we are likely to look to the creations of the past with nostalgia. But we know that those creations can never be brought back to life, that ours is the duty to find new forms, starting often from nothing. And we know that these forms will not be found without the courage of that deep sincerity which is shown in the search of the great artists of our

time, or without the firmness and perseverance which they have demonstrated in their relentless efforts to reach mastery.’

All fourteen objects featured in this report are part of the collection at the Museum Dag Hammarskjöld's Backåkra in southern Sweden. ♦

Contributors to the report:

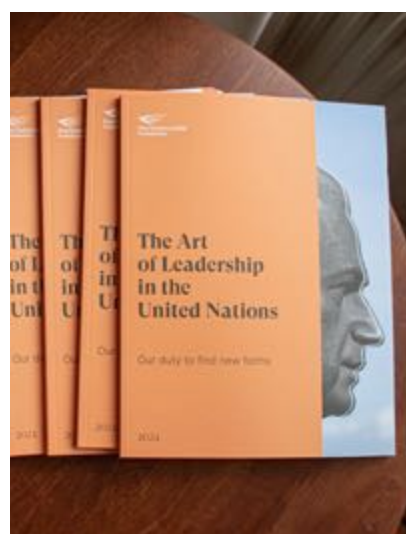
Saumya Aggarwal
Ramiz Alakbarov
Elia Yi Armstrong
Louise Aubin
Franck Bousquet
Angelita Caredda
Siddharth Chatterjee
Alison Davidian
Comfort Ero
Ameerah Haq
John Hendra
Maria José Torres
Mark Malloch Brown
Raouf Mazou
Berin McKenzie
David Nabarro
Ozzonia Ojelo



Sandra Jakobsson, Communications Officer, documented the collection at Backåkra for the report in April.



Eva Ericsson, graphic designer for the report captured Dag Hammarskjöld's white dragons.



The cover features Sven Lindhardt's bust of Dag Hammarskjöld at Backåkra.

Dag Hammarskjöld's Backåkra

Dag Hammarskjöld bought the farm house Backåkra in southern Sweden in 1957. His intentions were to settle down there once his term of office at the UN ended. After his death, the farm was donated to the Swedish Tourism Association and the Swedish Academy, in accordance with his will. The farm is now run as a museum and curates collections consisting of his personal belongings.



Spreading knowledge on UN financing through reports and dialogue

The Foundation's UN Financing Team continued its work in 2024 with the dissemination of the 9th edition of the Financing the United Nations Development System Report, the production and release of the 10th edition of the same report and working with the United Nations Funding Compact.

During spring, the report 'Financing the United Nations Development System: Choices in uncertain times' which is co-produced with the UN Multi-Partner Trust Fund Office (MPTFO), was presented in Somalia, Kenya and Bonn.

The presentations focused on how the UN development system is funded and how it can secure more predictable and flexible financing to meet the growing operational demands in the face of compounding challenges.

In Somalia, Programme Manager Annelies Hickendorff joined Interim

Executive Director Per Knutsson to facilitate dialogue sessions with the United Nations, the government and donors about the Somalia Joint Fund and the Funding Compact.

On their next stop Per Knutsson led the Kenyan Funding Compact Country Consultation in Nairobi. 'The work done by the UN Country Team since the initial consultation in 2022 is impressive. At the time there was a high level of fragmentation with very few programmes combining resources and expertise. Currently the UN Country Team has jointly programmed US\$ 160 million bringing together competences and mandates for more

comprehensive results', said Per Knutsson.

In April, the team went to the United Nations Systems Staff College in Bonn where the Foundation is continuing a UN finance capacity building partnership. Per Knutsson and Programme Manager Marijana Markotić Andrić participated in the 'Partnerships, Financing and Resource Mobilisation for Sustainable Development' course.

Later in May, Marijana Markotić Andrić presented the report at Series for Emerging Donors in Europe and Central Asia in Bratislava, Slovakia, from 29 to 30 May, an event organised by the United Nations Development Programme (UNDP) Istanbul Regional Hub (IRH), with the support of the Ministry of Foreign and European Affairs of the Slovak Republic and SlovakAid.

Ahead of the 79th session of the General Assembly opening in September, the Foundation together with the United Nations Multi-Partner Trust Fund Office released the 2024 report, 'Financing the UN Development System: Resourcing the future'.

During the autumn, the new report was presented in Stockholm, Bonn and New York. In Stockholm, cur-



From left to right Interim Executive Director Per Knutsson, Coordination Officer at UNSOM Jean Ives Bonzi, and Programme Manager Annelies Hickendorff at one of the meetings in Mogadishu, Somalia, in March. Photo: Peter Nordstrom.



The panel at the release in New York consisted of: Ambassador Nicola Clase, Permanent Representative of Sweden to the UN, Alain Noudéhou, Executive Coordinator, MPTFO, Björn Holmberg, Executive Director, the Foundation, and Helge Elisabeth Zeitler, Director UN and European Union Affairs at the Federal Ministry of Economic Cooperation and Development (BMZ), Germany. Missing from the picture: Ambassador Ana Jimenez, Deputy Permanent Representative at the Spanish Mission.

rent and former UN leaders and international experts participated at a hybrid seminar at the Swedish Ministry for Foreign Affairs to discuss transformative approaches to financing the United Nations Development System and reimagining leadership in response to contemporary global challenges. The opening remarks and introductions were shared by Carl Hartzell, Head of the Department for Multilateral Governance and Humanitarian Policy at the Ministry of Foreign Affairs, and Björn Holmberg, Executive Director at Dag Hammarskjöld Foundation.

In November, Programme Director Peter Linnér and Programme Manager Marijana Markotić Andrić travelled to Bonn for the Foundation's second participation in the United Nations Systems Staff College's courses of the year. The presentation of the report at the United Nations Headquarters in New York in December, was co-organised by the Multi-Partner Trust Fund Office (MPTFO) and

hosted by the Swedish and Spanish Permanent Missions to the UN.

Ambassador Nicola Clase, Permanent Representative of Sweden to the UN, underscored the report's relevance:

'We find this report timely, as we have just concluded negotiations of the Quadrennial Comprehensive Policy Review (QCPR). At the same time, we're also preparing for the fourth conference on Financing for Development next year.'

Ana Jimenez, Deputy Permanent Representative at the Spanish Mission, emphasised the inadequacy of core funding levels and the need for multi-year commitments to UN pooled funds.

'On the one hand, we have this dichotomy in which we are asking the UN system to get out of that more fragmented, project-oriented approach, but at the same time, we are not providing the system with adequate funding', she said.

Two of the contributors to the 'Marketplace of ideas' in the report presented their articles: Pedro Conceição, Director of the Human Development Report Office at UNDP, explored the broader implications of inaction and the potential returns of strategic investment, and John Hendra, former UN Assistant Secretary-General and Deputy Executive Director at UN Women, emphasised systemic reforms and quality funding.

The session concluded with reflections and comments from the audience. ♦



Marijana Markotić Andrić presenting the report at the Swedish Ministry for Foreign Affairs in Stockholm.

Invited to speak on Funding Compact at ECOSOC

In May the Foundation was invited to participate in the 19th plenary meeting of the United Nations Economic and Social Council (ECOSOC) in New York.

Per Knutsson, Interim Executive Director was the discussant at the operational activities for development segment (OAS) in the 'UN Development System Funding: Re-energising the Funding Compact for a more strategic, integrated and responsive UN development system' session. The objective was to discuss the new Funding Compact and its revised global monitoring and reporting framework.

Per Knutsson's input started by acknowledging 'the mutual commitments of the UN and Member Sta-

tes under the Funding Compact is about making strategic choice, nothing less'. He presented some of the findings based on the Foundation's extensive consultations at country level, listening to government representatives, UN leadership and Member States and donors on the ground. It also 'focused on the potential of the Funding Compact and how it could drive effectiveness, not least at the country level'.

Another key message from the consultations he lifted was 'that the funding compact is a tool and shared responsibility for making strategic choices and therefore depend on the collective leadership at ECOSOC and at the country level, to shift funding behaviour for more impactful results'.

Further saying, 'Essentially it offers means to two types of strategic choices: Firstly, serving country governments with mandated expertise and require resourcing of UN agencies to do that. Critical levels of core funding are therefore needed. Secondly, to effectively respond to country's development priorities – at scale and in comprehensive ways – require pooled funding modalities that allows system wide responses, allows the UN to support countries to bring together resources mandates, competencies, norms and standards for more impactful results. It cannot be either or, it is both'. ♦



Interim Executive Director Per Knutsson in the ECOSOC chamber.



United Nations Headquarters, New York.

Presentations at Geneva Peace Week and IPU Assembly

In October, the Foundation participated in Geneva Peace Week. During this week Geneva-based organisations and their international partners meet to share knowledge and practice on a diverse range of peace-related topics across contexts and disciplines. Deputy Executive Director Sigrid Gruener participated in plenary and working sessions, connecting the Foundation's work on Sustaining Peace and the UN Peacebuilding Architecture with other actors in discussions and reflections on strengthening joint efforts at a time of deepening polarisation and forces that undermine multilateral cooperation.

During the same week, Sigrid Gruener together with Programme

Director Peter Linnér and Bavo Christiaens, Fund Portfolio Manager at the Multi-Partner Trust Fund Office, gave a presentation based on the findings from the report 'Financing the UN Development System: Resourcing the Future'. This took place at the 149th Assembly of the Inter-Parliamentary Union (IPU) in Geneva.

The presentation was followed by an active discussion with 70 parliamentarians from 25 countries.



Discussions on global response to antibiotic resistance

In July, a roundtable discussion on the future governance of the global response to antibiotic resistance was held at the Foundation in Uppsala. Participants from eight countries in South Asia, Africa and South America brought their experience to the meeting hosted by the global network ReAct (Action on Antibiotic Resistance).

'The Foundation's collaboration with ReAct goes back to the birth of this important organisation. They have a global public good role of significance for the UN and its Member States', said Per Knutsson, Interim Executive Director.

The Foundation participated at the UN Day in Stockholm

On UN Day 24 October, the Foundation's Executive Director Björn Holmberg was invited to share his reflections on the UN Summit of the Future at a seminar on the annual UN Day in Stockholm, hosted by the UN Association of Sweden.

'Let's not forget that the UN is nothing more than what its Member States make it. The fact that 87 percent supported the Pact for the Future is, in itself, a real success', said Björn Holmberg in his conversation with Jens Pettersson, Secretary-General at the UN Association of Sweden.



Björn Holmberg and Jens Pettersson on stage at the Stockholm Concert Hall.

From Uppsala to New York

Are you curious to learn more about Dag Hammarskjöld and his life and legacy? On our website you will find texts and pictures from his life, from his childhood and studies in Uppsala, his work as a civil servant in Stockholm and his work as Secretary-General of the United Nations.



3,914

subscribers received the Foundations' newsletter in December 2023. To sign up, scan the QR code below:



Åsa Widstedt, news-reporter from the Swedish Radio channel P4 Uppland, interviewing Henrik Hammargren at the Foundation's headquarters in Uppsala.

Increased interest in Hammarskjöld after film premiere

Following the premiere of the film 'Hammarskjöld' in Swedish cinemas, the Foundation observed greater interest in Dag Hammarskjöld among the Swedish public.

'There is always a risk that great statesmen or diplomats are forgotten, and it is not always easy for others to understand their deeds. I think the film has value in the way it highlights the complexity of the world at the time, and the role of the UN,' said Executive Director Henrik Hammargren in an interview with Swedish Radio in January.



Bo Beskow, 1953,
'Dag Hammarskjöld'.

Programme Activities 2024



Principled Leadership within and by the UN

This focus area aims to address the evolving nature of UN leadership by fostering a deeper understanding of its principles and values while promoting critical and constructive dialogue on challenges and needs of credible, norm-based leadership. UN leadership, based on values enshrined in the UN Charter and globally accepted norms, faces challenges stemming from governance inefficiencies, lack of resources and obstructive actions. It is imperative that these principles are upheld for the organisation to be able to credibly respond to pressing global, and internal, challenges in an effective way.

The nature of UN leadership varies significantly across different regions and developmental contexts, necessitating a bridge between the perspectives of capitals and the realities at the regional and country levels, between policy and operations. Moreover, to ensure accountability, foster creativity, and explore innovative potentials, it is crucial to solicit perspectives from both within and outside the UN. The programme area leverages the Foundation's established reputation as an impartial intermediary with a legacy built on mutual respect, making it uniquely positioned to facilitate an inclusive and evidence-based dialogue on norm-based and principled leadership. Ultimately, the programme area's objective is to strengthen the UN's role at the centre of an effective multilateral system through dialogue and action enhancing structures, cultures and resources that facilitate the exercise of principled leadership.

Objective: Supporting principled UN leadership that advances peace, sustainable development and human rights reinforcing the role of the international civil service.



Overview of work in 2024

The UN leadership programme area continued to leverage Dag Hammarskjöld's strong legacy on norm-based leadership to strengthen structures, cultures and resources that facilitate the exercise of principled leadership in the UN.

The Art of Leadership in the United Nations

The third volume in the Foundations report series on leadership was released in September, aiming to provide a tool for international dialogue and skills development through critical and constructive reflection and provision of knowledge in the field of UN leadership. This edition, 'The Art of Leadership in the United Nations: Our duty to find new forms', explored UN leadership in an era of polycrisis and normative erosion, in fragile settings and marked by urgency.

A diversity of contributors from both within and outside the UN system engaged with the report in sharing lived experiences and ideas on the need for UN leadership to adapt and pursue fundamental mindset shifts in response to changing contexts and demands. In November, current and former UN leaders and international experts participated at a presentation of the report at the Swedish Ministry for Foreign Affairs. Ameerah Haq, former Under-Secretary-General and veteran UN leader, shared reflections from her own contribution to the report.

A similar roundtable discussion was held in New York in December, engaging Ethics and Human Resource Directors from several UN agencies as well as a few Member States and NGOs. Contributions to the report were presented by Elia Yi Armstrong, former Director of the UN Ethics Office, and John Hendra, Senior Advisor to the Foundation and former UN Assistant Secretary-General.

UN Leadership interview series

Throughout the year, several senior UN leaders shared their knowledge and expertise on leadership in the organisation through the Foundation's UN Leadership interview series. In-depth interviews were conducted with former Resident Coordinator Frode Muring, who discussed integrated leadership skills for

development coordination at the country level; Deputy Director General for Operations of the International Organisation for Migration, Ugochi Daniels, who talked about leading the IOM with empathy and vision; and the 78th President of the General Assembly, Dennis Francis, who emphasised the importance of multilateral diplomacy.

Workshop in Uppsala

Leadership transformation as a critical element in building a renewed and robust UN was also one of the key issues lifted by Dr Monica Sharma, previous UN Director of Leadership and Capacity Development, during a workshop at the Foundation in early 2024. Representatives from UN Women, UNHCR Sweden, the Swedish International Development Agency (SIDA), the Swedish Ministry for Foreign Affairs, and civil society discussed the imperatives of ethical leadership and the need to support leaders who take risks and show courage in being principled.

Cooperation on leadership development

The Dag Hammarskjöld Foundation and the UN System Staff College (UNSSC) work closely in finding ways to strengthen each other's efforts on UN leadership development. During the year, a Memorandum of Understanding was signed, reinforcing a collaboration on training and learning on leadership that advances the values of the UN Charter and the International Civil Service.

In June, the Foundation hosted the third Resident Coordinator and Humanitarian Coordinator Talent Pipeline webinar in collaboration with the United Nations Development Coordination Office and the UN Office for the Coordination of Humanitarian Affairs. The webinars draw on inspiration from the legacy of Dag Hammarskjöld, exploring its relevance for contemporary ethical leadership.

Ugochi Daniels, Deputy Director General of Operations at the International Organisation for Migration, and Frode Muring, former United Nations Country Teams lead and UN Resident Coordinator, shared dilemmas of engagement while working in countries under unilateral coercive measures and sanctions with participants

preparing for their future UN Resident and/or Humanitarian Coordinators assignments.

The Dag Hammarskjöld Lecture

In September, the Dag Hammarskjöld Lecture was organised in collaboration with Uppsala University. The lecture is held in memory of Dag Hammarskjöld and the values he championed: compassion, humanism, and a commitment to international solidarity and cooperation. It brings forward outstanding international personalities who have made significant contributions to a more just, peaceful, and environmentally sustainable world through research or political leadership.

The 2024 event featured two keynote lectures. The 2023 Lecturer and Medalist Rena Lee, Singapore's Ambassador for International Law, delivered a lecture titled 'From Sea to Shore: Multilateralism and the Value of International Law', offering insights into the potential of negotiating international legal frameworks to uphold multilateralism amid rising global tensions.

The 2024 Lecturer and Medalist Jan Egeland, Secretary General of the Norwegian Refugee Council, spoke on 'The Lesson from Hammarskjöld for Conflict Resolution Today', emphasising the urgency of recommitting to international humanitarian law and upholding core humanitarian principles.

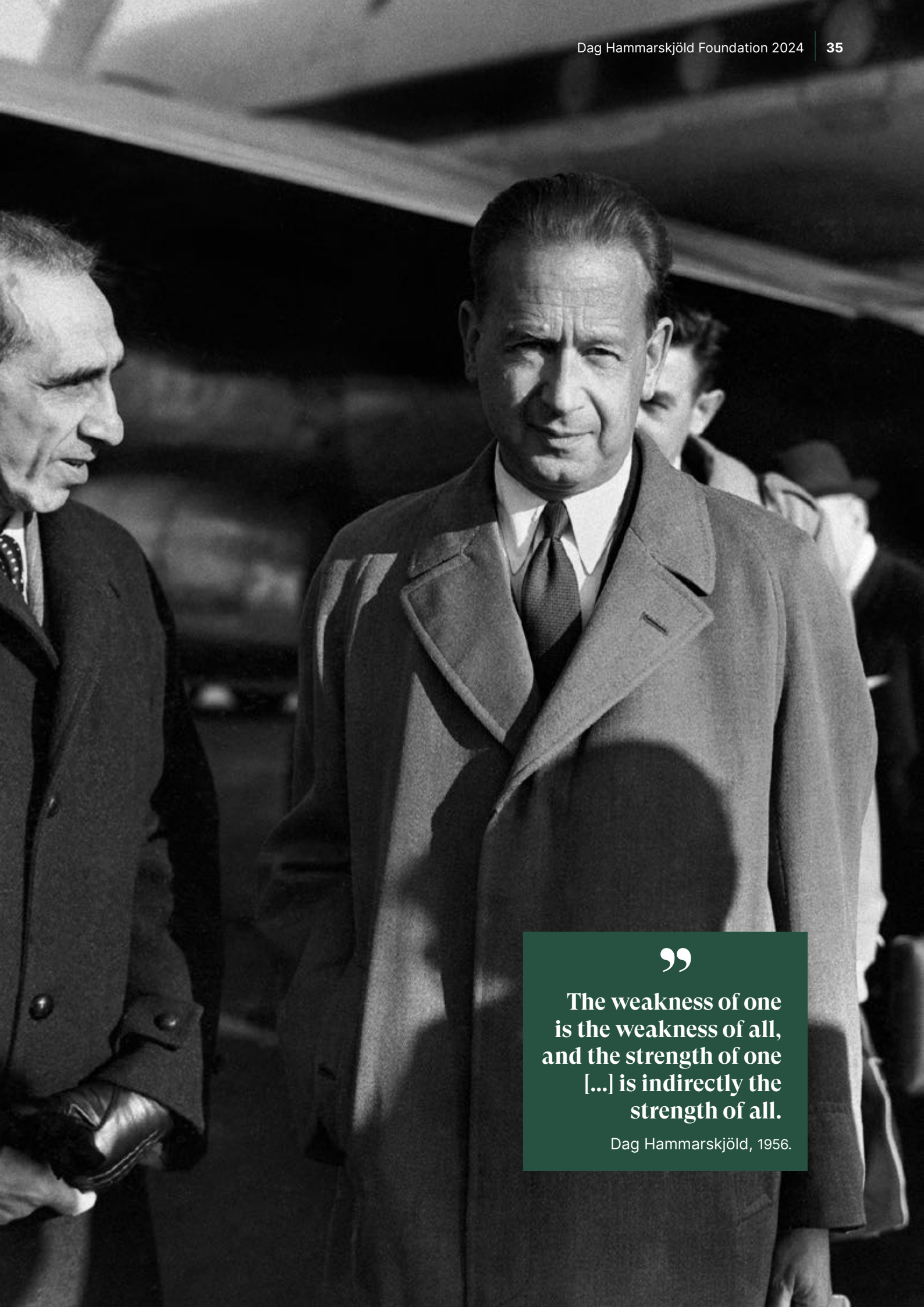
Providing an important platform to highlight the legacy of Dag Hammarskjöld, the event gathered university students, researchers, members of the diplomatic community in Sweden, and the wider public interested in global affairs and Hammarskjöld's enduring relevance.

In conjunction with the Dag Hammarskjöld Lecture, the Foundation hosted the roundtable 'Humanitarian Horizons: Reflections and Strategies for Future Action', with Jan Egeland as keynote speaker. The discussion focused on the urgent need for increased investment in conflict prevention and the promotion of inclusive, sustainable peace. Drawing on his experience of leading one of the world's largest humanitarian organisations, Egeland reflected on the realities

faced by those working in the most challenging conflict settings. The roundtable brought together leaders and experts from the Stockholm International Peace Research Institute (SIPRI), the Swedish International Development Agency (SIDA), the Swedish Institute of International Affairs, and Uppsala University, alongside representatives from the multilateral system, civil society, and academia. The exchange enabled cross-sectoral dialogue and strategic reflection on the future direction for humanitarian action and peacebuilding efforts.

Also in connection with the Dag Hammarskjöld Lecture, the Foundation co-hosted the roundtable 'From Agreement to Action: Envisioning the Future of Ocean Conservation' together with the International Centre for Water Cooperation and the Stockholm International Water Institute (SIWI). The dialogue brought together experts and practitioners primarily engaged in terrestrial and freshwater domains to explore how their work intersects with broader ecosystem governance and the implications of the 2023 Agreement under the United Nations Convention on the Law of the Sea (UNCLOS) on the Conservation and Sustainable Use of Marine Biological Diversity of Areas Beyond National Jurisdiction (BBNJ Agreement, also known as the High Seas Treaty).

Ambassador Rena Lee, who presided over the BBNJ negotiations, participated as keynote speaker and shared her experience from the negotiation process and its broader significance for multilateralism. The roundtable explored the negotiation dynamics and implementation challenges of the agreement, with particular focus on the road ahead and its importance for advancing Sustainable Development Goal 14, Life Below Water. ♦



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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.



Strengthening the UN's Peace and Security Pillar

This focus area is aimed at enhancing effectiveness of the UN's efforts related to peace and security including strengthening the Peacebuilding Architecture to assume a central role within the UN system. It emphasises the need for more coherent and strategic engagement at both the national and regional levels, with active involvement of youth and private sector actors in initiatives aimed at addressing fragility and conflict.

Objective: To contribute to advancing multilateral approaches promoting peaceful, just and resilient societies, including a strengthened and effective UN Peacebuilding Architecture, and support to the operationalisation of the Sustaining Peace resolutions, the Secretary-General's New Agenda for Peace and the Pact for the Future.

Since 2013 the Foundation has played an instrumental role in facilitating and convening gatherings to provide input to and strengthen the work of the UN Peacebuilding Architecture, including the 2015 review that resulted in the 2016 twin resolutions on Peacebuilding and Sustaining Peace. In the years that have followed, the Foundation has followed up implementation

of these resolutions at local, national and regional levels through consultations held in partnership with the Chairs of the Peacebuilding Commission and through annual retreats for the members of the Commission with participation of the Presidents of the General Assembly and ECOSOC as well as the Secretary-General and Under-Secretaries General.



Overview of work in 2024

Peacebuilding Architecture Review

During the year, the Foundation continued to work closely with the UN Peacebuilding Support Office (PBSO) and the Members of the Peacebuilding Commission, focusing on informing the development of the Pact for the Future and supporting the informal preparatory phase of the 2025 Peacebuilding Architecture Review (PBAR). To this end, two strategic retreats were held during the first half of the year. The first was an internal strategic retreat for all PBSO staff, with the objective to prepare the office for the 2025 PBAR and enhance coherence across its three branches. The second event convened the members of the Peacebuilding Commission for its annual strategic retreat. At this retreat, a constructive dialogue was held with participation of 26 Member States, the EU delegation, the President of the UN General Assembly and the UN Under-Secretary-General for Policy. The discussion focused on how to use the 2025 Peacebuilding Architecture Review as a pivotal opportunity to advance a more effective and impactful peacebuilding architecture that is aligned with national priorities and supports sustainable development goals.

In December, the Foundation organised an interactive workshop on strengthening the peacebuilding architecture and produced an outcome report which served as formal input to the PBAR process and was published on the UN peacebuilding website.

Youth, Peace and Security

The Foundation continued to advance the implementation of and commitment to the Youth, Peace and Security (YPS) agenda by facilitating policy discussions with Member States and exploring ways to increase resourcing of youth-led peacebuilding through the Investing and Partnering with Youth for Peace (IPYP) project. The Foundation was invited to organise and moderate panels at two regional dialogues organised by the International Dialogue on Peacebuilding and Statebuilding (IDPS) in Accra, Ghana, and Amman, Jordan.

In February, the Foundation published a report titled 'Implementing the UN Youth Strategy – Lessons from The Gambia'. The paper identifies learnings from UN colleagues, civil society, and government representatives on the success and limitations of the ongoing efforts to implement the UN Youth Strategy within The Gambia. The report was presented at a roundtable hosted by Felipe Gaullier, the Assistant-Secretary-General of the newly created UN Youth Office. It was also cited in the 2024 Secretary-General's report on YPS.

In September, Sweden's trade association for video game companies, Swedish Games Industry (Dataspelsbranschen), invited the Foundation to present its IPYP project at the annual Games Summit Sweden ('For Devs'). Following a presentation, the Foundation engaged in an interactive discussion with approximately 25 participants on the engagement of the games industry in peacebuilding and ideas for strengthening awareness, partnerships and investments.

Operationalising Sustaining Peace roundtables

The Operationalising Sustaining Peace roundtable series, organised in partnership with the Center on International Cooperation and the Global Partnership for the Prevention of Armed Conflict (GPPAC), engaged diverse members of the PBC in thematic discussions at expert level and enabled input from UN representatives and civil society at the regional and country level to inform global policy processes. Five roundtables were held in 2024, with written summaries of the discussions published on the Foundation's website.

Training for diplomats

In July, the Foundation in partnership with the Geneva Peacebuilding Platform (GPP), and with support from the Permanent Mission of Switzerland to the UN, held a one-day training for Geneva-based diplomats. The objective was for diplomats to learn more about the multifaceted aspects of peacebuilding and ongoing policy processes aimed at strengthening the UN's engagement in sustaining peace and the linkages to the UN's Human Rights mechanisms. ♦



Financing the UN Development System

This programme area underscores the importance of securing effective financing to support the vision, commitments, and obligations set by the UN and its Member States. Ensuring such financing is essential for achieving successful outcomes and delivering results effectively at the country level. Central to this endeavour are the principles of 'effectiveness' and 'mutual accountability,' which serve as core themes in the Global Partnership for Effective Development Cooperation (GPEDC) and align with the humanitarian Grand Bargain process and principles. The programme area also places a significant emphasis on stakeholder accountability and on fostering opportunities for innovation and change.

Objective: Promoting adequate, predictable, and sustainable financing for the UN to enable it to meet Member State expectations and fulfil its central role within an efficient and transparent multilateral system. This will be achieved through evidence-informed reports and inclusive dialogues on financing.

Overview of work in 2024

Financing the UN Development System report series

'Financing the UN Development System: Resourcing the Future', the tenth report in the report series produced in cooperation with the UN Multi-Partner Trust Fund Office (MPTFO) was published in September. It provides updated financial data and cutting-edge insights into funding patterns, including the section 'Marketplace of ideas' to analyse the current trends and to promote quality financing across the board.

The 2024 edition was launched globally, including at high-level events in New York and Stockholm, as well as during the Multilateral Development Finance Week in collaboration with the Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD-DAC).

The report findings were also presented at the Inter-Parliamentary Union's 149th Assembly in Geneva in October. In December, the report was presented at the Utstein Group meeting in New York and a meeting of representatives of the Ministries for Foreign Affairs of the Nordic countries.

Funding Compact

In 2024 the Foundation conducted field-based research in 15 countries (Guatemala, Dominican Republic, Barbados, Chile, Brazil, Uruguay, Rwanda, The Gambia, South Africa, Somalia, Liberia, Kenya, Cape Verde, Moldova and Montenegro), examining how the Funding Compact is being interpreted and implemented at country level. This review provides an evidence base for discussions on strengthening UN financing models to better support integrated development solutions and it informed presentations and discussions with UN Country Teams (UNCTs) across regions, strengthening the operational understanding of commitments related to core and pooled funding, transparency, and national ownership.

In collaboration with the Development Coordination Office (DCO) Regional Offices, six country-level dialogues and roundtables were held during the year, fostering shared understanding between donors, governments, and UN actors on the Funding Compact (Somalia UNCT, Kenya UNCT, Europe and Central Asia Region consultations for Partnership officers, Cuba UNCT, Dominican Republic Partnerships and Resources Mobilisation Inter-Agency Network Retreat).



In May, Per Knutsson, Interim Executive Director, was invited to be discussant at the Economic and Social Council (ECOSOC) Operational Activities for development Segment (OAS) annual meeting in New York.

Capacity-building

Capacity-building was a major feature of 2024. The Foundation co-designed and delivered United Nations System Staff College (UNSSC) trainings in April and November in Bonn, reaching over 150 senior and mid-level UN staff through learning sessions on financing trends, instruments, and partnership strategies.

As part of the 2024 Official Development Assistance (ODA) Learning Series for Emerging Donors in Europe and Central Asia, held in Bratislava, the

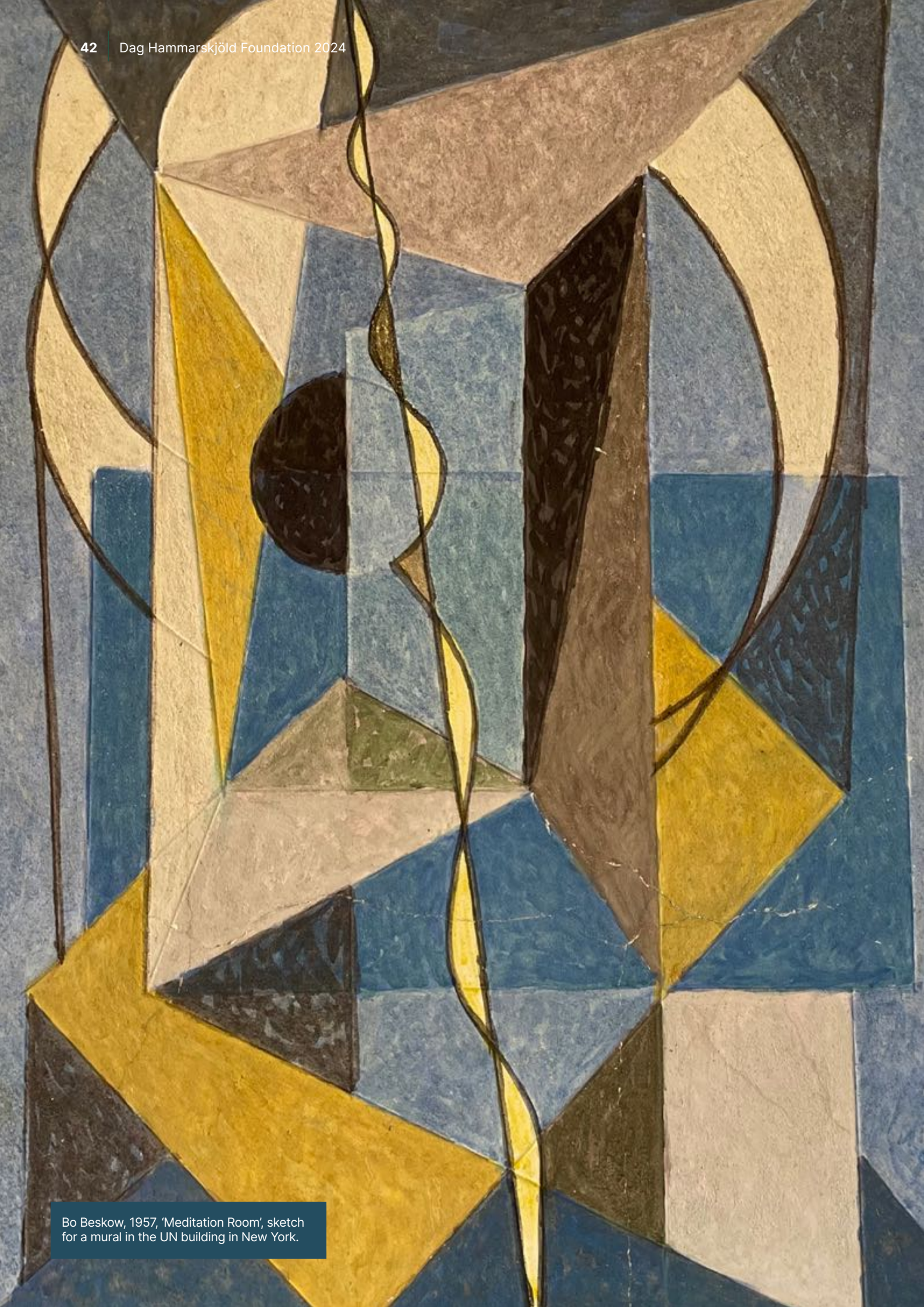
Foundation contributed to the opening session on 'Mapping the Future of Development Cooperation: Trends and Opportunities'. The event was organised by the United Nations Development Programme (UNDP) and Istanbul Regional Hub (IRH), with the support of Ministry of Foreign and European Affairs of the Slovak Republic and SlovakAid. ♦



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

Dag Hammarskjöld



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

Annual Report 2024

Dag Hammarskjöld Foundation
1 January 2024–31 December 2024

Director's Report 2024

Mission and Organisation

The Dag Hammarskjöld Foundation (Stiftelsen Dag Hammarskjölds Minnesfond), registration number 902000-7630, is an independent, non-governmental, and non-grant-making foundation, established on the initiative of the Swedish Parliament and Government to honour the United Nations Secretary-General Dag Hammarskjöld, who lost his life in a plane crash while on duty in 1961. The Foundation's statutes were adopted on March 2, 1962, and revised on November 8, 1968.

The Foundation's mission is to promote social, political, economic, and cultural progress in the nations whose development Dag Hammarskjöld worked for. The Foundation is to operate and not provide grants. Its work program is generally carried out by its own staff. Training is provided through seminars, conferences, courses, and such other activities as may constitute a preparation for or follow-up to programmes of this kind. The Foundation's activities are particularly directed to academically or otherwise well trained or administratively experienced individuals from developing countries. Training activities shall be concentrated to fields considered to be topical, practical and of immediate interest to developing countries.

The Foundation is represented by an elected Board of Trustees consisting of seven members. The board elects its members and the Chairperson and appoints the Executive Director. Hans Wallmark became Chair of the Board of Trustees on 1 January, 2024.

The operations are led by an Executive Director whose role is to plan, implement, and follow up on the activities decided by the Board, summarised in the annual work programmes. The Executive Director is responsible for appointing the staff of the Foundation. Henrik Hammargren, who had been Executive Director since 2015, was succeeded by Björn Holmberg in July 2024. From February to June, Per Knutsson served as Interim Executive Director. At the end of the fiscal year, 13 people were employed at the Foundation's secretariat, with an average of 12 employees during the year. The staff is responsible for finances and administration as well as for planning, implementing, and following up on programme activities. In accordance with the statutes,

the Foundation has its headquarters at Dag Hammarskjöld Center, located at Geijersgården, Övre Slottsgatan 2, Uppsala, Sweden. The Board of Trustees annual meeting was held on May 21, 2024.

In accordance with the Foundation's statutes, the Swedish Government appoints its auditor. The Government has appointed Maria Wigenfeldt, PWC AB, for the period 2024–2026.

The Foundation manages its own capital, and its activities are financed through grants from the Swedish government in accordance with the Letter of Appropriation for the fiscal year 2024 concerning the Swedish International Development Cooperation Agency. The grant is regulated by a cooperation agreement with the Ministry for Foreign Affairs (MFA). The Foundation received a core funding grant of 16.5 million SEK for its 2024 operations in accordance with the Letter of Appropriation for the fiscal year 2024 concerning the Swedish International Development Cooperation Agency. The grant was provided in a single payment on February 16, 2024. In addition to core funding, the Foundation was granted a contribution of 1,657,189 SEK (145,500 EUR) from the Robert Bosch Stiftung GmbH for the project 'Investing and Partnering with Youth for Peace'. In 2024, 1,506,332 SEK of this grant was used, with the remaining funds to be used according to the contract in 2025. The Foundation's financial result is shown in the income statement and balance sheet. The annual report has been prepared in accordance with the Swedish Annual Accounts Act.

Promotion of purpose

The Foundation's purpose is promoted through thematic reports, seminars, conferences, consultations, and targeted communication efforts. The activities have been carried out in accordance with the Annual Work Plan for 2024 adopted by the Board. During the fiscal year, more than 17 major activities were carried out, including expert seminars, consultations, and conferences in collaboration with the UN, Member States, international organisations, and civil society. Participants have included the highest leadership of the UN (President of the General Assembly; Deputy-Secretary-General; Under-Secretaries-General; Assistant-Secretaries-General; and UN Resident

Coordinators), national leaders at the country level, and representatives from organisations from civil society and the private sector.

The Dag Hammarskjöld Foundation supports, documents, and informs about the implementation of UN resolutions on peacebuilding and the strengthening of the UN Peacebuilding Architecture. Since 2013, an annual informal working meeting for the members of the Peacebuilding Commission has been arranged. Through analyses, consultations, and reports, the Foundation has contributed to strengthening the financing of peacebuilding efforts, with a particular focus on financing initiatives that include youth and private sector engagement. In May, the Foundation participated in the Ministry for Foreign Affairs and Stockholm International Peace Research Institute's (SIPRI) international forum on peace and development. The international training program for dialogue and mediation in cooperation with the Department of Peace and Conflict Research at Uppsala University was paused during the year, and instead, webinars were conducted for members of the ITDM alumni network, which includes individuals who have completed the program in the past seven years.

In 2024, the Foundation produced and launched

two publications with knowledge and analysis made available to users in both the Global South and North: the annual report on the financing of the UN development system, presented in connection with the opening of the UN General Assembly in September, and the third edition of a report series on leadership within the UN, focusing on the role and responsibility of international civil servants. The follow-up of the joint commitments made by the UN and Member States through the Funding Compact agreement was further developed during the year and was highlighted during the UN Economic and Social Council meeting in May, where the Foundation was also invited to participate. With this work, the Foundation contributes to enhancing accountability within the UN system and promoting innovative and effective financing for the implementation of global goals and the development priorities of Member States.

Significant events after the end of the fiscal year

The Foundation received an increase in core funding for 2025, from 16.5 million SEK for 2024 operations to 17 million SEK for 2025 operations. In addition, an extension of the grant from the Robert Bosch Stiftung GmbH was granted, amounting to 266,666 EUR for the 2025 operations.

Multi-year review (SEK)	2024	2023	2022	2021
Net turnover	18 284 322	17 171 867	22 313 598	22 082 030
Net result after financial items	-268 169	-3 843 687	-1 052 972	1 720 730
Equity ratio, %	62 %	65 %	76 %	67 %

Changes in equity (SEK)	2024-12-31	2023-12-31
Total restricted equity	3 225 459	7 069 146
Accumulated profit	-	-
Profit for the year	-268 169	-3 843 687
Total unrestricted equity	2 957 290	3 225 459
Total equity	2 957 290	3 225 459

Appropriation of profit

The Board of Directors proposes that the unappropriated earnings, SEK 2 957 290, are distributed as follows:

Appropriation of profit	
Carried forward	2 957 290
Total	2 957 290

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

Income Statement (SEK)

	Note	2024-01-01 -2024-12-31	2023-01-01 -2023-12-31
Operating income, inventory change etc.			
Net income		18 284 322	16 950 952
Total operating income, inventory change etc.		18 284 322	16 950 952
Operating expenses			
Other external costs		-5 532 213	-7 402 530
Personnel costs	2	-12 922 629	-13 546 632
Depreciation and amortization of tangible and intangible assets		-40 129	-34 892
Total operating expenses		-18 494 971	-20 984 054
Operating expenses misc.			
Exchange rate losses on receivables and liabilities of an operating nature		-59 711	-63 023
Total expenses misc.		-59 711	-63 023
Operating profit		-270 360	-3 875 209
Financial items			
Net result from sale of financial instruments		0	44 094
Other interest income and related financial income		4 963	0
Interest expenses and related financial costs		-2 772	-3 288
Total financial items		2 191	40 806
Net income for the year	5	-268 169	-3 843 687

Balance Sheet (SEK)

	Note	2024-12-31	2023-12-31
ASSETS			
FIXED ASSETS			
Tangible assets			
Cost of improvements to leased property	3	214 235	227 154
Plant and machinery		1	1
Equipment, tools, fixtures and fittings		90 540	106 769
Total tangible assets		304 776	333 951
Financial assets			
Other securities held as non-current assets	4	0	0
Total financial assets		0	0
TOTAL FIXED ASSETS		333 951	4 993 643
CURRENT ASSETS			
Inventories etc.		1	1
Current receivables			
Accounts receivable - trade		0	67 732
Other receivables		85 158	82 728
Prepaid expenses and accrued income		244 545	394 786
Total current receivables		329 703	545 247
Cash and bank balances			
Cash and bank balances		4 149 713	4 172 191
Total cash and bank balances		4 149 713	4 172 191
TOTAL CURRENT ASSETS		4 479 417	4 717 191
TOTAL ASSETS		4 784 193	5 051 389
EQUITY AND LIABILITIES			
EQUITY			
Non-restricted equity			
Accumulated Surplus/Deficit		3 225 459	7 069 146
Net Surplus/Deficit for the year		-268 169	-3 843 687
Total non-restricted equity		2 957 290	3 225 459
TOTAL EQUITY		2 957 290	3 225 459
Current liabilities			
Account payable		522 342	893 986
Tax liabilities		-227 951	-222 592
Other liabilities		345 536	434 046
Accrued expenses and deferred income		1 186 976	720 490
Total current liabilities		1 826 903	1 825 930
TOTAL EQUITY AND LIABILITIES		4 784 192	5 051 389

Notes

Amounts in SEK

Income statement

Note 1

Accounting principles

The Annual Report has been prepared in accordance with the Swedish Annual Accounts Act and the Accounting Standards Board's general guidelines BFNAR 2016:10 Annual Reports for small companies.

Depreciation of fixed assets

Planned depreciation is based on original acquisition cost less estimated residual value. Depreciation takes place in a straight line over the asset's useful lifetime.

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	2024-12-31	2023-12-31
Average number of employees	13	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	-127 568	-92 676
– scheduled depreciation for the year	-40 129	-34 892
– disposed	0	0
Total	-167 697	-127 568
Carrying amount at year-end	243 822	283 951

Note 4

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

Quoted shares	Reported value	Reported value
Nordea Swedish Bond Stars	0	0
Nordea Institutionell Korränta	0	0
Total	0	0

Note 5

Net income for the year

Since 2018, the Dag Hammarskjöld Foundation's operations have been financed through a core grant from the Swedish government. The grant is issued to the Foundation for use according to its Strategic Framework and the applicable Annual Work Plan and Budget. As stipulated in the regulations for government core support, unused funds do not need to be reimbursed at the end of the financial year if not fully spent. Accordingly, the core support for 2023 of 16 500 000 SEK are reported as income for the year, which subsequently creates a positive result. The result is balanced as the Foundations' equity.

Signatures

Uppsala – 1 April 2025

Hans Wallmark
Chairperson

Erik Hammarskjöld

Joakim Kreutz

Cecilia Malmström

Astrid Thors

Björn Holmberg
Executive Director

My audit report was submitted on 24 June 2025

Maria Wigenfeldt
Certified auditor

Auditor's Report

To the Board of Trustees of the Dag Hammarskjöld 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 2024.

In my opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the Foundation as of 31 December 2024 and its financial 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 International Standards on Auditing (ISA) and 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 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 preparation 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 assurance 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. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted 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 detecting a material misstatement resulting from fraud is higher than for a material misstatement 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 appropriate 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 accounting estimates and related disclosures made by the Board of Trustees.
- 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 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, 24 June 2025

Maria Wigenfeldt
Certified auditor



Annexes

Annex 1 – Publications

Implementing the UN Youth Strategy – Lessons from The Gambia

Published online

February 2024

Financing the UN Development System

Resourcing the Future

Edition 10, September 2024

The Art of Leadership in the United Nations

Our duty to find new forms

Edition 3, September 2024

The 2023 Dag Hammarskjöld Lecture

'Reaching Shore - Multilateralism and the Value of International Law' by Rena Lee

Published online

December 2024

The 2024 Dag Hammarskjöld Lecture

'The Lessons from Dag Hammarskjöld for Conflict Resolution Today' by Jan Egeland

Published online

December 2024

Dag Hammarskjöld Foundation

Annual Report 2023

Published online

March 2025

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)
 UN Youth Office
 UN Population Fund (UNFPA)
 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)
 The World Bank

International organisations and Civil society organisations

(in alphabetical order)

African Development Bank (AfDB)
 Brookings Institution
 Center on International Cooperation (CIC)
 Civil Society Platform for Peacebuilding and Statebuilding (CSPPS)
 Dataspelebranschen (Swedish Games Industry)
 Geneva Peacebuilding Platform (GPP)
 German Institute of Development and Sustainability (IDOS)
 Global Challenges Foundation
 Global Executive Leadership Initiative (GELI)
 Global Partnership for Effective Development Cooperation (GPEDC)
 Global Partnership for the Prevention of Armed Conflict (GPPAC)
 Graduate Institute
 Greentree Foundation
 International Peace Institute (IPI)
 Interpeace
 Life & Peace Institute (LPI)
 Norwegian Institute for International Studies (NUPI)
 Robert Bosch Foundation
 Stockholm International Peace Research Institute (SIPRI)
 Svenska FN-förbundet – Swedish UN Association
 UN Foundation
 UN Global Compact Sweden
 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
 Swedish Ministry for Foreign Affairs
 Permanent Mission of Sweden to the United Nations in New York
 Uppsala University (including the Department of Peace and Conflict Research)

Annex 3 – Activities 2024

January

- Workshop with Monica Sharma, former UN Director of Leadership and Capacity Development, on the topic of 'Radical Transformational Leadership – Strategic Action for Change Agents' held at the Dag Hammarskjöld Foundation with participation by staff. Uppsala, Sweden.

February

- The Foundation and the Life and Peace Institute co-hosted a roundtable discussion in Uppsala, Sweden. The topic focused on 'exploring the collaboration between the United Nations and civil society organisations to build and maintain local peacebuilding mechanisms in Kenya'.
- Hosted the 'Strengthening the implementation of peacebuilding and sustaining peace' roundtable in the Operationalising Sustaining Peace Roundtable series together with the Global Partnership for the Prevention of Armed Conflict and the Center on International Cooperation (CIC) at New York University. New York, USA.

March

- The Foundation hosted a 'Joint Roundtable with the Regional Impact Trade Alliance (RITA) and B Lab Nordics' at the Foundation in Uppsala, Sweden.
- Facilitated dialogue sessions with the United Nations, the government and donors on the Somalia Joint Fund and the Funding Compact. Mogadishu, Somalia.
- Led and facilitated the Kenyan Funding Compact Country Consultation. Nairobi, Kenya.
- Presented the 2023 edition of the 'Financing the UN Development System: Choices in Uncertain Times' report at the 'Partnerships, Financing and Resource Mobilisation for Sustainable Development' course offered by the United Nations Systems Staff College, a continuation

of the Foundation's UN finance capacity building partnership. Bonn, Germany.

- Hosted the 'Intersectionality in policy and practice: A tool for operationalising the Leave No One Behind principle' webinar as a side event at the Regional Forum on Sustainable Development for the United Nations Economic Commission for Europe (UNECE). Online.
- Participated in the inaugural Dialogue on Peacebuilding and Statebuilding (IDPS), a forum bringing together countries from Coastal West Africa affected by conflict with development partners and representatives of civil society and organised by the United Nations Development Programme (UNDP) in Accra, Ghana.
- Held the 'Insights for the Negotiations for the Pact for the Future: How can National Strategies advance the Prevention Agenda?' roundtable (hybrid) in the Operationalising Sustaining Peace Roundtable series together with the Global Partnership for the Prevention of Armed Conflict and the Center on International Cooperation (CIC) at New York University. New York, USA.

April

- The Foundation received a visit by the Swedish Minister for International Development Cooperation and Foreign Trade Johan Forssell. Uppsala, Sweden.
- The Foundation participated in and moderated two sessions at a regional dialogue on YPS organised by the International Dialogue on Peacebuilding and Statebuilding (IDPS) in Amman, Jordan.

May

- The Foundation co-organised and facilitated an internal retreat for the UN Peacebuilding Support Office in preparation for the 2025 Peacebuilding Architecture Review. Manhasset, New York, USA.

- The Foundation co-hosted the 'Enhancing partnerships for financing peace' panel with Interpeace at the Annual Stockholm Forum on Peace and Development organised by the Stockholm International Peace Research Institute on 8 May 2024. Stockholm, Sweden.
- The Foundation co-facilitated 'Navigating a New Era of European Security: The Role of the Western Balkans' expert discussion panel together with Chemonics UK and the Young Professionals Network at the Annual Stockholm Forum on Peace and Development. Stockholm, Sweden.
- The Foundation's Interim Executive Director was invited as discussant to the Economic and Social Council (ECOSOC) Operational Activities for development Segment (OAS) annual meeting from 14 to 16 May 2024. New York, USA.
- The Foundation contributed to the United Nations Development Program (UNDP) Regional Bureau for Europe and Central Asia Programme strategic dialogue for partnerships in Europe and Central Asia. Brussels, Belgium.
- The Foundation participated in the 2024 Official Development Assistance (ODA) Learning Series for Emerging Donors in Europe and Central Asia, organised by the United Nations Development Programme (UNDP) Istanbul Regional Hub (IRH), with the support of Ministry of Foreign and European Affairs of the Slovak Republic and SlovakAid. Bratislava, Slovakia.
- Held the 'Looking Ahead to the 2025 Peacebuilding Architecture Review: Exploring Innovative Approaches to assess the Implementation of Peacebuilding and Sustaining Peace' roundtable (hybrid) in the Operationalising Sustaining Peace Roundtable series together with the Global Partnership for the Prevention of Armed Conflict and the Center on International Cooperation (CIC) at New York University. USA. New York, USA.

June

- In partnership with the UN Peacebuilding Support Office the Foundation co-hosted the annual retreat of the Members of the UN Peacebuilding Commission to explore visions and expectations for the 2025 Peacebuilding Architecture Review. Manhasset, New York, USA.
- The Foundation hosted the third Resident Coordinator/ Humanitarian Coordinator Talent Pipeline webinar in collaboration with the United Nations Development Coordination Office and the UN Office for the Coordination of Humanitarian Affairs with Ugochi Daniels, Deputy Director General of Operations at the International Organization for Migration and former Resident Coordinator in the Islamic Republic of Iran, and Frode Muring, former United Nations Country Teams lead and UN Resident Coordinator (retired) as resource persons. Online.

July

- Presentation at a training programme for Geneva-based diplomats co-organised by the Geneva Peacebuilding Platform, the Permanent Mission of Switzerland to the UN Geneva, and the Foundation on the multifaceted aspects of peacebuilding and ongoing policy processes aimed at strengthening the UN's engagement in sustaining peace. Geneva, Switzerland.
- The Foundation welcomed the network ReAct and facilitated hosting the 'Improving the future governance of the global response to antibiotic resistance' roundtable attended by a selected group of experts and representatives from low- and middle-income countries. Uppsala, Sweden.
- Hosted the 'National Prevention Strategies: How Can the UN Peacebuilding Commission Provide Support?' roundtable (hybrid) in the Operationalising Sustaining Peace Roundtable series together with the Global Partnership for the Prevention of Armed Conflict and the

Center for International Cooperation (CIC) at New York University/Arts and Science. New York, USA.

September

- The Foundation and Uppsala University co-hosted the 2023 Dag Hammarskjöld Lecture 'Reaching shore: Multilateralism and the value of International Law' delivered by Rena Lee, Ambassador for International Law and the Chief Executive of the Intellectual Property Office of Singapore. Uppsala Sweden.
- On the same day the Foundation and Uppsala University co-hosted the 2024 Dag Hammarskjöld Lecture 'The Lessons from Hammarskjöld for Conflict Resolution Today' lecture given by Jan Egeland, Secretary General of the Norwegian Refugee Council. Uppsala, Sweden.
- Hosted the 'Humanitarian horizons: Reflections and strategies for future action' roundtable discussion with Jan Egeland that was attended by academics, civil servants, and the non-governmental as well as the multilateral sector. Uppsala, Sweden.
- The 'From Agreement to Action: Envisioning the future of the ocean conservation' roundtable discussion with Rena Lee as keynote presenter was co-hosted by the Foundation and the International Centre for Water Cooperation and the Stockholm International Water Institute on 17 September. Stockholm, Sweden.
- Presented the IPYP project and engaged in an interactive discussion at the Swedish Games Industry (Dataspelsbranschen) annual Games Summit Sweden 'For Devs' on the engagement of the games industry in peacebuilding and ideas for strengthening awareness, partnerships and investments. Stockholm, Sweden.

October

- Presented 'Financing the UN system: A critical perspective' based on the findings from the 'Financing the UN Development System: Resourcing the Future' report at the 149th Assembly of the Inter-Parliamentary Union (IPU). Geneva, Switzerland.
- The Foundation participated in plenary and working sessions at the 11th Geneva Peace Week speaking to the Foundation's work on Sustaining Peace and the UN Peacebuilding Architecture. Geneva, Switzerland.
- Participated in the annual UN Day Celebrations organised by the United Nations Association of Sweden and held at the Stockholm Concert Hall on 24 October. Stockholm, Sweden.
- Presented the 'Strengthening the impact of the Peacebuilding Commission at the field level – ideas and opportunities for the 2025 Peacebuilding Architecture Review' in an Operationalising Sustaining Peace Roundtable together with the Global Partnership for the Prevention of Armed Conflict and Center for International Cooperation (CIC) at New York University/Arts and Science. New York, USA.

November

- The Core Group of the network Friends of Multilateralism, a group of ambassadors representing Argentina, Canada, Egypt, Guatemala, Indonesia, Mexico, Morocco, New Zealand and Portugal, visited the Foundation to learn more about the legacy of Dag Hammarskjöld and explore future collaboration opportunities. Uppsala, Sweden.
- The Foundation received a visit from the Swedish Foreign Affairs Committee in Parliament. As represented by Aron Emilsson (SD), Jacob Risberg (MP), Lotta Johnsson Fornarve (V), Margareta Cederfelt (M) Gudrun Brunegård (KD), Yasmine Eriksson (SD),

Stefan Olsson (M), Martin Brothén, Ludwig Höghammar Mitkas and Emelie Källqvist. Uppsala, Sweden.

- Diana Janse, State Secretary to the Swedish Minister for International Development Cooperation and Foreign Trade, paid a visit to the Foundation. Uppsala, Sweden.
- Received a visit from the Heads of the Nordic United Nations Associations representing Sweden, Norway, Finland, Denmark, Iceland. Uppsala, Sweden.
- The Foundation and the Swedish Ministry for Foreign Affairs co-hosted a hybrid seminar to present and reflect on two of the Foundation's reports: 'Financing the United Nations Development System: Resourcing the Future' and 'The Art of Leadership in the United Nations: Our duty to find new forms'. Stockholm, Sweden.

December

- The Foundation held a workshop for experts of the UN Peacebuilding Commission titled 'Strengthening the UN's Peacebuilding Architecture: Transforming Commitments into Action'. The workshop was organised in partnership with the Global Partnership for the Prevention of Armed Conflict and with co-sponsorship from Australia, Colombia, Norway and the Republic of Korea. Manhasset, New York, USA.
- The Roundtable 'Presentation and discussion of the 'The Art of Leadership in the UN: Our duty to find new forms' report. New York, USA.
- Co-presented the 10th edition of the 'Financing the UN Development System: Resourcing the Future' report together with the Multi-Partner Trust Fund Office (MPTFO) in a programme hosted by the Swedish and Spanish Permanent Missions to the United Nations. 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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