United Nations | Dag Hammarskjöld Library

STRATEGIC OUTLOOK

2024-2028

PREFACE

Change in the information landscape has progressed in leaps and bounds in the 21st century with new technologies and applications that have revolutionized how information is created, shared, stored and retrieved. The digital environment and social media did not only create faster platforms to access and share information, they also made it easier to spread mis- and disinformation with unprecedented scale and speed.

With these rising challenges, the role of the United Nations Dag Hammarskjöld Library (DHL) as a source of credible information, documentation and data about the United Nations and the historical record is ever more important. DHL's Strategic Outlook for 2024-2028 recognizes this profound responsibility entrusted to the United Nations Library and its role as the custodian of the United Nations' collective memory.

The forward-looking outlook of the Dag Hammarskjöld Library envisions that the Library is more than a repository of information, it is a dynamic entity, connecting people worldwide to over 78 years of the United Nations' work and records.

DHL is committed to ensuring that the knowledge and records within its physical building are also available digitally to anyone with access to its digital platforms or through email with the Library's staff.

Through its expert staff and librarians, the Dag Hammarskjöld Library serves representatives of Member States, UN staff, researchers and global citizens by facilitating access to records and data within its archives as well as external resources.

The goals outlined in this Strategic Outlook project an ambition and purpose that focus on enhancing the UN research experience, solidifying a multilingual UN Digital Library, preserving institutional memory, pursuing innovation, and establishing the UN Charter Libraries Knowledge Network.

The objectives in DHL's Strategic Outlook represent the commitment of the Library's leadership and staff to promoting the values of the United Nations by facilitating access to knowledge, trusted information and data about the deliberations and outcomes of deliberations of the United Nations, the world's beacon of hope and a vision of a world where everyone thrives in peace, dignity and equality on a healthy planet.
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Maher Nasser,
Director, Outreach Division
UN Department of Global Communications

INTRODUCTION

The United Nations Dag Hammarskjöld Library has served as a steadfast guardian of facts about the UN for over 75 years. It has achieved remarkable success in preserving and providing access to the UN's institutional record across physical and digital realms. Its comprehensive collections capture over seven decades of multilingual UN parliamentary and normative documents, publications and data. These materials offer invaluable insights into the Organization's role in maintaining international peace and security, protecting human rights, delivering humanitarian aid, promoting sustainable development and upholding international law.

One particular achievement has been the Library's pivotal role in accelerating the UN's transition to accessing its own record online. The launch of the UN Digital Library, announced to the world in 2018, marked a major milestone, consolidating fragmented online resources into a central resource. Recording over 25 million downloads in 2023 alone, this platform has massively expanded public access to UN content worldwide. Another breakthrough came with the 2020 release of the Library's open metadata and linked data service featuring the first UN Sustainable Development Goals (SDGs) ontology approved by the Organization.

Behind the scenes, the Library has also pioneered digitization and preservation initiatives to rescue over half a million deteriorating and unique paper records. Its prescient early adoption of scanning technologies from the 1990s onwards created vital digital surrogates. Current outsourcing efforts aim to urgently digitize 1 million at-risk UN documents predating 1993.

At every turn, the Library has responded proactively to external challenges that affected our UN community service role. What's more, it worked with the global community to address larger challenges and opportunities for the UN agenda such as those presented by the Open Science suite of practices.

Now, as misinformation and disinformation proliferate globally, the Library's factual reliability offers a vital counterweight. We re-evaluated our Strategic Outlook for 2024-2028 to align with the post-pandemic world and recent organizational policies, and to commit to enhanced fact-based support, further positioning the Library as a bulwark against misinformation. Teaching information and data literacy focused on accessing and verifying credible UN content will be a priority in coming years.

By taking bold steps to amplify and secure persistent access to UN information, preserve records, restore spaces and exemplify information integrity, the Dag Hammarskjöld Library has proven itself a conscientious guardian of UN knowledge. Our vision prioritizes continued partnerships, dialogue and collective memory cultivation across borders, generations and knowledge systems. All who rely on accurate UN information will benefit from the Dag Hammarskjöld Library's dedication and clear path forward.

Thanos Giannakopoulos,
Chief, Dag Hammarskjöld Library & Information Management Section
UN Department of Global Communications

OUR VISION

We envision the Dag Hammarskjöld Library as the guardian of facts about the UN. We aim to be a comprehensive resource and a global community partner, enabling people within and beyond the UN to discover, connect with, and build upon over 75 years of UN work. Our services span physical and digital environments, fueled by a commitment to nurture collective knowledge and dialogue across borders and generations.

OUR MISSION

The Dag Hammarskjöld Library connects Member State delegations, UN staff, researchers and world citizens with credible information/data, facts and knowledge about and for the UN. It provides a trusted foundation for facilitation, dissemination, use, access to, engagement with, and preservation of information and knowledge in support for the work, principles and purposes of the United Nations.

OUR VALUES AND PRINCIPLES

The Dag Hammarskjöld Library abides by the principles reflected in the **New York Pledge**[1] that it submitted to the UN Library and Information Network for Knowledge Sharing Forum (UNLINKs) and the Steering Committee of the UN Secretariat Libraries in 2018. The Pledge was adopted by all UN Secretariat Libraries and entered into force in September 2019. The document is available in the six official languages.

The Dag Hammarskjöld Library as a curator of UN-produced, interdisciplinary content of direct benefit to global scientific research in the humanities and social sciences also abides by the values and principles underlined in the roadmap towards a global science commons, agreed among 18 eminent advocates of Open Science in New York, on 18 November 2019. This **outcome document**[2] that resulted from a roundtable discussion on a global science commons is available in English. Subsequently, every two years, all outcome documents of the UN Open Science Conference[3], primarily organized by the Dag Hammarskjöld Library, directly inform and further substantiate the values and principles of our work, particularly in relation to scientific and parliamentary outputs.

1   Online: https://ask.un.org/faq/270963
2   Online: research.un.org/ld.php?content_id=51390330
3   Available online: https://www.un.org/en/library/OS21; https://www.un.org/en/library/OS23

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Section 7a, Library : Library policy and organization

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United Nations
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Section 7a, Library : Library policy and organization

👤 UN. Secretary-General

📅 1949

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KEY DEVELOPMENTS AND MILESTONES OF THE DAG HAMMARSKJÖLD LIBRARY

Since 1946, the United Nations Headquarters Library has been the flagship library of the Organization. On 16 November 1961, shortly after the death of Secretary-General Dag Hammarskjöld, the newly completed Library building, following a donation of the Ford Foundation, was named the Dag Hammarskjöld Library (DHL) in honor of his commitment to the creation of a beautiful and modern space for a library. The Library primarily serves delegates of Permanent Missions and UN Secretariat staff, as well as researchers worldwide. In its long history, two significant events affected the core functions of the Library. The Capital Master Plan (CMP), the name given to the project to renovate the United Nations Headquarters complex in New York which ended in 2013, altered the Library fundamentally. As the New York Times reported[1], the Library faced and continues to face significant constraints in utilizing its most iconic spaces for community engagement. Following the impact of hurricane Sandy on UN printing services in 2012, the UN Library was compelled to swiftly transition some information services from print to digital, while re-envisioning its services and programmes. The shift to digital, without completely abandoning print-based services, involved leveraging several digital tools and introducing a suite of electronic offerings available to audiences both inside and outside the United Nations premises. Unrestricted, open usage of Library spaces continues to pose a challenge[2], however, redesign of spaces through iterations can offer temporary solutions.

In the first quarter of 2018, this digital refocusing advanced with the release of the UN Digital Library[3], a repository to host the digital output of the United Nations available in a fragmented manner across unconnected databases, websites and other online resources. The UN Digital Library has now become a standard source of reference for UN information discovery, recording in 2023 over 25 million downloads – 60 million with machine-scraping – from 50,000 locations worldwide. Since 2018, the Library has brought the global dialogue on open access and Open Science to the United Nations Secretariat in New York and has delivered global conferences on these topics which, in 2023, attracted over 6,000 online and in-person participants. In the first quarter of 2020, the UN Library released its open metadata and first linked data service[4], which includes the first SDGs ontology developed in collaboration with the Statistics Division of the Department of Economic and Social Affairs and approved by the UN Chief Executives Board (CEB) for Coordination. Our linked data service is now recording an average of 15 million views per year, most of which are through machine-to-machine communication. In December 2020, the Library's mass digitization fundraising proposal, "Accelerating the Digital UN", received final approval from the Department of Global Communications' Committee on Fundraising and Partnerships. The proposal seeks $10 million to urgently digitize and preserve 1 million deteriorating UN parliamentary documents at risk due to paper acidification and inadequate environmental controls. The funding would support outsourcing for large-scale scanning, metadata creation and systems upgrade to secure long-

1   Online: https://nyti.ms/39cABv2 (no paywall intended, however the publisher may impose such practice depending on region or articles already read).

2   [...] The Advisory Committee recalls that in its resolution 69/274 A (sect. VIII, para. 14), the General Assembly requested the Secretary-General to submit to it for its consideration and approval future proposals relating to the renovation of Dag Hammarskjöld Library and the South Annex Buildings as separate projects outside of the scope of the capital master plan (see also Assembly resolution 70/239, para. 9). In paragraph 27 of his progress report, the Secretary-General indicates that he will submit proposals in accordance with paragraph 9 of Assembly resolution. 70/239. The Advisory Committee looks forward to receiving the proposals of the Secretary-General on this matter. [...] A/71/541. para. 14: https://digitallibrary.un.org/record/845062?ln=en

3   Online at https://digitallibrary.un.org/

4   Online at metadata.un.org (JSON and other file export/querying).

term digital preservation. The proposal was presented to the Committee on Information in spring 2021[5]. In the last quarter of 2021, a donation from the Government of Qatar enabled the procurement of a robotic scanner, enhancing our long-standing in-house digitization function. The need for mass and immediate digitization persists, and the Library continues to actively seek funds. In the same quarter, the Library introduced a unique single sign-on which allowed 3,730 UN staff in the field to remotely access our vast electronic resources. In the third quarter of 2022, the UN Library initiated its UN Grey Literature project with dedicated human resources. The project aims to systematically and programmatically address the need to capture, analyze, preserve and disseminate textual content of research value produced by the Organization outside the official publishing cycle, often released fragmentally on UN websites. An initial crawl of UN websites for such digital content collected over 200,000 files that will be gradually made findable and accessible to the public through the UN Digital Library. In the first quarter of 2023, the UN Headquarters Library developed and launched a digital workflow tool designed to cater to the entire online analysis cycle for both born-digital and digitized UN parliamentary and normative documents, as well as other textual content. The introduction and ongoing refinement of this custom-made tool enabled the UN Library to retire a sunsetting technology that had been in use for over two decades.

Today, the UN Library caters to an audience of around 20 million devices and viewers annually through both online and in-person channels. With the ongoing enhancement of our digital and physical presence, the implementation of improved online tools, the redesign of library spaces, and the evolution of resources and services to include mobile and machine-learning technologies, we anticipate a further increase in audience engagement. This growth is attributed to individuals increasingly relying on the Library as a trusted source for facts and authoritative information about the UN, and could not have been achieved without a dedicated, knowledgeable and reputable team.

5   Activities of the Department of Global Communications: outreach and knowledge services, Report of the Secretary-General (A/AC.198/2021/4). Online: https://digitallibrary.un.org/record/3904293?ln=en

United Nations
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Committee on Information - Report of the Secretary-General

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EVOLUTION AND PROCESS OF THE DAG HAMMARSKJÖLD LIBRARY'S STRATEGIC PLAN

The Strategic Outlook 2020-2025 was the culmination of the 2025 Working Group, a four-month Library-wide collaboration with more than 75% of Library staff participating in a rotating fashion. It recapitulates and elaborates on the Library's core roles to preserve the written public record of the United Nations so that the UN can tell its story, to enhance the visibility and application of UN research, and to advance UN values through active engagement with the global scholarly communications community. The first evaluation of the Plan was a moment to celebrate the achievements and reflect on the way forward. The evaluation procedure employed a bottom-up approach. Starting from discussions within the Library's six administrative Units and culminating in a full-day retreat for the Library's management team at the New York Society Library, the evaluated draft was discussed once more in one wrap-up discussion. The updated Dag Hammarskjöld Library Strategic Outlook 2024-2028 was approved by the Department of Global Communication and was released in December 2023.

The next evaluation milestone of the Outlook is scheduled for the last quarter of 2026.

The Strategic Plan is a high-level conceptual plan outlining directions that are interconnected with the Department of Global Communications Strategy and other related organizational policies and directives.

These directions are articulated as cascading goals. The six administrative Units within the Section are encouraged to engage in backward planning, determining smaller sub-goals that will be incorporated into the annual action plans. These plans serve as guidelines for both Units and Library staff, aiming to achieve broader outcomes. The UN performance framework is directly linked to all actions.

Cascading strategic goals identified in the Outlook are not specific to any particular administrative Library Unit, nor exclusive to any single Unit. However, a champion is designated for each goal. These goals remain overarching and require extensive collaboration across Units and other UNHQ entities. Open, systemic and robust collaboration is emphasized to achieve these cross-cutting goals. The DHL Responsibility Matrix will further clarify roles and responsibilities across the Section.

The DHL Project Registry serves as a centralized hub for suggested actions, new ideas or tasks, and projects for the annual action plans. The responsibility of crafting annual action plans lies with the six administrative Units working collaboratively with the Chief Librarian. These plans are directly aligned with the cascading goals set forth in the Strategic Outlook. To facilitate this collaboration, Library standing working groups will continue to be utilized. Additionally, the Steering Committee on UN Secretariat Libraries, a body mandated by the General Assembly and co-chaired by the DHL Chief Librarian, will be engaged when collaboration is needed across the global UN Secretariat Libraries.

The approach aims to ensure the successful implementation of the Strategic Plan.

PERSPECTIVES & RISKS

FINANCIAL

The licensing of access to digital content, within the context of zero-budget growth and additional constraints due to the Organization's liquidity situation crisis, imposes limitations on the diversity of content available in the Library. Over the next four years, the Library remains committed to expanding its digital collections, striving to incorporate a plethora of open access content of established research value. Pooling resources with other UN Secretariat Libraries, where this is applicable, will also be pursued.

CUSTOMER EXPERIENCE

The demand for research and reference from delegates, UN staff and researchers from around the world will increase in the next four years. As digital technologies evolve, large language models (LLM) are being increasingly anchored in everyday information-seeking behaviors despite their initial shortcomings, while online content continues to grow exponentially blurring the line between official publications and grey literature. User experience changes dramatically. Demands to verify information – mainly produced by large language models or driven by misinformation waves or disinformation campaigns – will be on the rise, and information and communication technology (ICT) is a critical enabler for user experience, but the user experience is more than a technology-driven change. Information and data literacy sessions will need to be redesigned with the above in mind. In redesigning services, user experience must be incorporated at the onset. Achieving knowledge representation in a user-friendly way, mitigating for the online fragmentation of the UN's digital footprint, necessitates the complete digitization of the UN's historic print record.

INTERNAL BUSINESS PROCESSES

The need for advanced analytics and metrics in the next four years will increase. A coherent information technology and knowledge base and ecosystem to manage the UN's digital content and the pragmatic use of relevant standards (pragmatism over purity of standard) will be paramount. Obtaining executive support to drive an information governance programme for the evolving UN digital information commons is an essential step. Strategic goals are to be achieved employing cross-functional working groups and appropriate project management methodology.

LEARNING & GROWTH

The Library will build new expertise though planning recruitment and mentoring, and re-skilling through aligning the training budget to strategic goals. The increasing availability of free high-quality online courses that respond to current business imperatives and emerging requirements will be promoted. A community of practice and the suggested creation of a new UN Knowledge Network – the successor of the UN Depository Library programme - have reciprocal benefits for the Library.
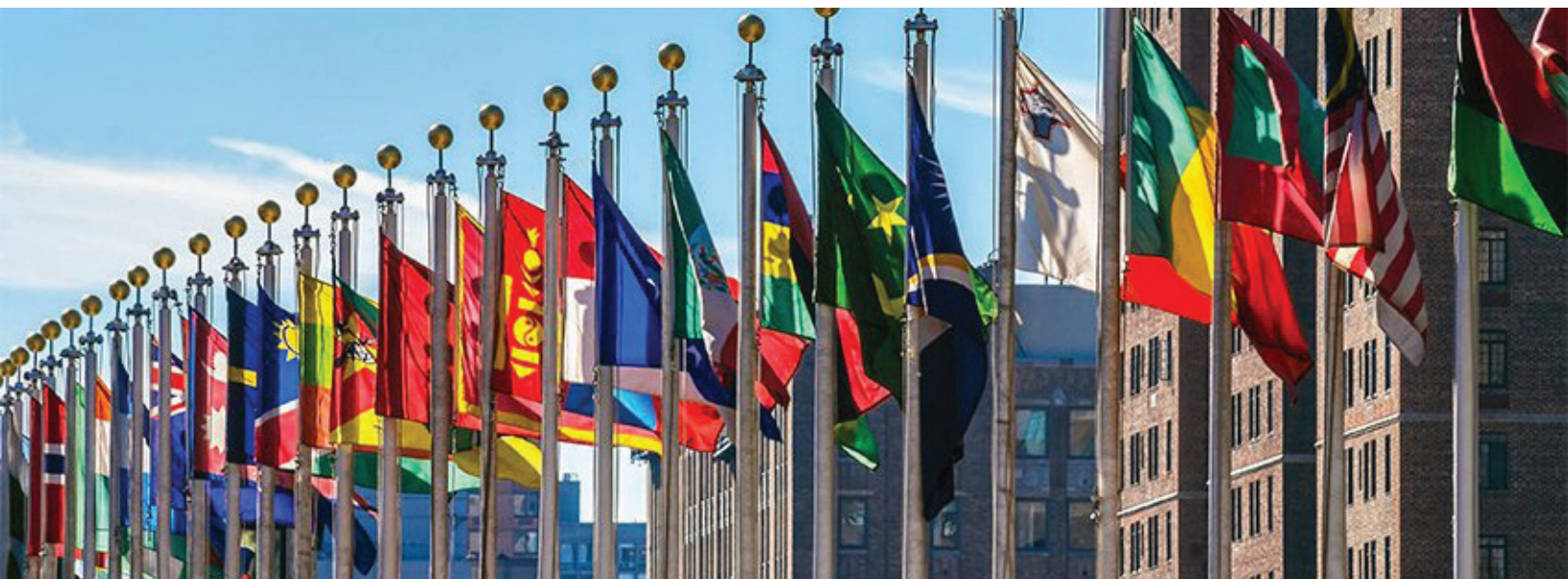
GOAL 1: ENHANCE THE UNITED NATIONS RESEARCH EXPERIENCE, THE UN RESEARCH COMMONS.
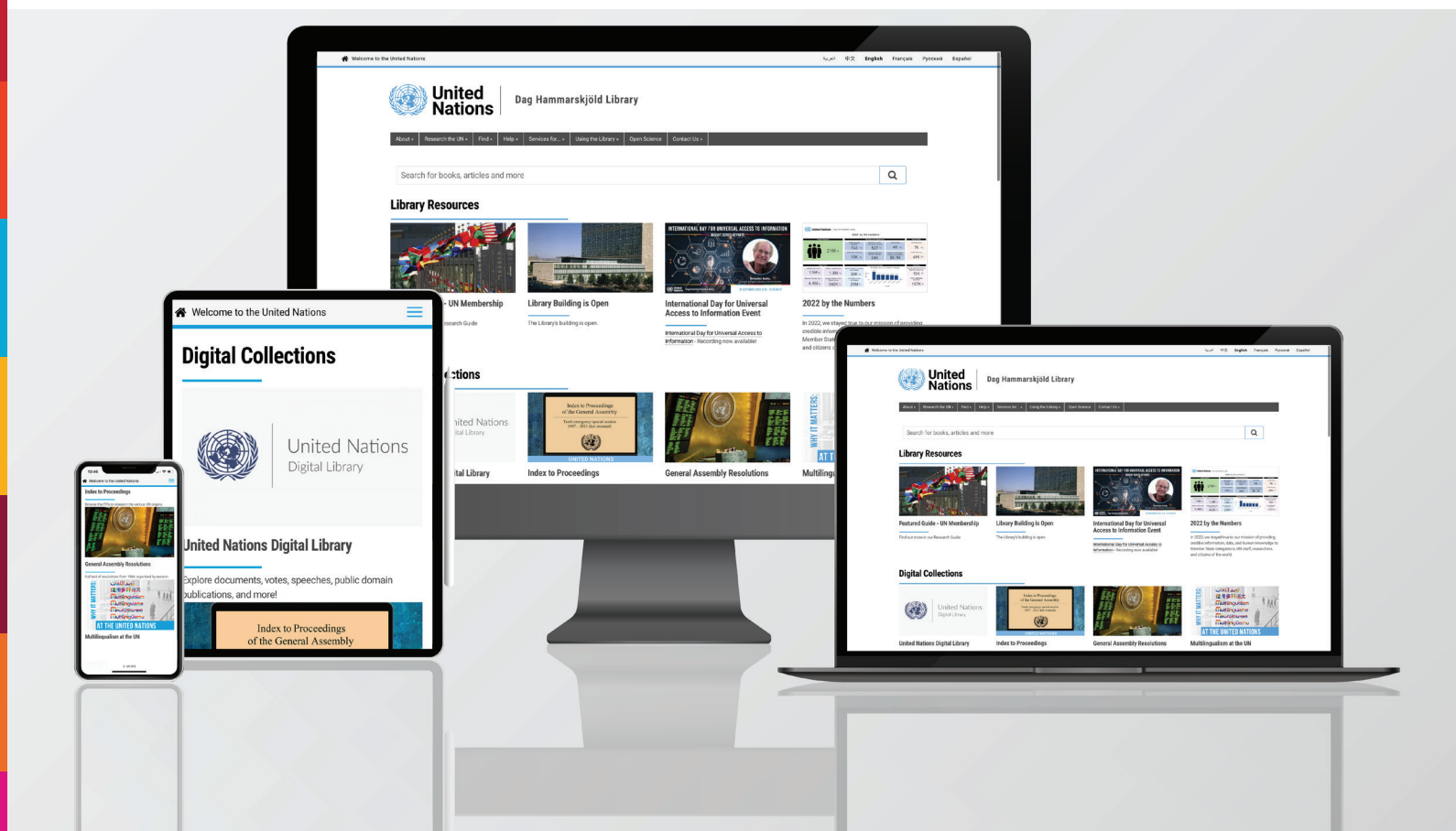
MAIN OBJECTIVES

1.1   Establish a cohesive digital, and on-site engagement for delegates, UN staff, researchers and citizens worldwide.

1.2   Optimize the accessibility, visibility and impact of UN research.

1.3   Curate a discovery layer for disparate, authoritative UN resources.

1.4   Broaden online presence and diversify in-person, modular, multilingual training opportunities.

1.5   Increase awareness and usage of Library knowledge resources and services among defined internal and external audiences.

INTENDED OUTCOMES

i.   An online platform connecting research resources using online DHL- and UN-curated content; a starting point for the UN's public output on a federated infrastructure including unlocking the potential of UN open research mapping, giving researchers a head start on UN information retrieval. Incorporate knowledge products such as Research Guides, FAQs and more.

ii.   User experience exercise, employing surveys, audience segmentation and focus groups, comprehensive analytics, metrics and visualizations.

iii.   An ICT-enhanced, collaborative work environment; diversify and redesign the existing space, including opening access to the stacks, under the theme the UN Research Commons, securing appropriate rebranding. Continue to focus on accuracy, consistency and reliability of information packages offered. Consider the UN Digital Library as a research infrastructure.

iv.   Explore the potential of a UN LLM project and chatbots. Revisit existing metrics and measure only what matters.

v.   Proposal for a Creative Commons license IGO 4.0.

vi.   Centralize the oversight of training, virtual or in-person, and diversify the voice-over and the languages with resources from across the Section. Re-usable online and in-person training and tutorials on UN themes. Train early career researchers, young journalists and aspiring fact-checkers in accessing authoritative, credible information and data about the UN. Introduce UN data and UN information literacy training options.

vii.   Content offered on UN themes of interest (filtered and browsable collections) and shared with compatible aggregators. Break down the separation between UN and non-UN content. Introduce digital exhibits. UN knowledge represented in a user-friendly way, including visualizations. Expose collections through linked data, including catalogue records and Wikidata and other collaborations.

viii.   A stable, viable and, potentially, expanded UN System Electronic Information Acquisitions Consortium (UNSEIAC), incorporating standard service level agreements (SLAs), audience segmentation (tier system), cost recovery and co-financing. Revisit collection development policies through the lens and prioritization of UNSEIAC serving UN Secretariat Libraries' collection needs, including offering decentralized resource promotion and collaborative policies.

ix.   Established Library publishing programme fostering collaborations between the Library and UN Secretariat or UN system entities, culminating with a biennial publication (Why it Matters).

x.   Data analytics and engineering tools for Library performance and impact assessment.

The goal aligns with key organizational policies: the Department of Global Communications Strategy, the Secretary-General's Our Common Agenda, the Policy Brief on Information Integrity, and Secretary-General's Data Strategy.

GOAL 2: BUILD A ROBUST AND MULTILINGUAL UNITED NATIONS DIGITAL LIBRARY.

MAIN OBJECTIVES

2.1   Establish governance and responsibility for UN digital information stewardship.

2.2   Develop a sustainable, accessible, secure and interoperable, distributed network of open UN repositories.

2.3   Ensure comprehensive, permanent open access to born-digital and digitized UN content of significant research value, including to related metadata.

2.4   Foster collaborative cataloguing for non-UN as well as for UN content.

2.5   Co-design the next generation institutional repository for the UN Headquarters, succeeding the UN Digital Library, as one of the cornerstones of the UN Research Commons.

INTENDED OUTCOMES

i.   Standing working group (cross-Unit) to execute governance and responsibility for curation and management of the UN Digital Library content. Preservation of UN content of research value including Grey Literature and in publication datasets, facilitating diverse policy-making and information/data-intensive research projects.

ii.   Develop our interconnected information system architecture within the directions of the DHL technology plan 2025.

iii.   Explore interoperability across UN repositories, and secure consistent and automated synching of data. Investigate options of ingesting XML machine-readable files into the UN Digital Library in collaboration with other UN entities.

iv.   Introduce a dataset management layer to accelerate the opening of Library data and metadata, while securing cybersecurity and system stability.

v.   Re-used and pragmatically created metadata for born-digital and digitized UN content; expand the utilization of the digital DHL metadata creation tool – the cornerstone of the digital workflow – across UN Secretariat Libraries; established Quality Assurance responsibility for the distributed digital tool.

vi.   Established communication with author departments to secure a) trained metadata creators at the point of origin, b) expanded content dissemination statistics based on collections, geolocation or facets, and c) effective and direct content submission from author to the UN Digital Library; explore versioning control, document digital signature (immutable UN record through checksums for internal document integrity), address link-rot.

vii.   Controlled experimentation with UN Digital Library system API as a Library service; ensure credit is attributed to the UN Library for data usage.

viii.   Expand analytics/metrics on UN Digital Library usage including Altmetrics, collection/record level analysis, exploring both quantitative and qualitative approaches.

ix.   Explore trusted digital repository certification (ISO 16363 / TDR).

The goal aligns with key organizational policies: the Department of Global Communications Strategy, the Secretary-General's Our Common Agenda, the Policy Brief on Information Integrity, and Secretary-General's Data Strategy.

GOAL 3: MAKE UN RECORDS ACCESSIBLE, PRESERVING INSTITUTIONAL MEMORY AND STEWARDING UN HERITAGE.

MAIN OBJECTIVES

3.1 Expedite the digitization of multilingual UN parliamentary records predating 1993.

3.2 Increase the upload of digitized UN parliamentary documents and publications into the UN Digital Library.

3.3 Promote the Library's Mass Digitization project proposal to Permanent Missions and global charitable foundations to secure support and funding.

3.4 Implement a digital preservation system and accompanying policy.

INTENDED OUTCOMES

i. Sustainably funded operations for outsourcing digitization and metadata to secure digitization of UN parliamentary documents in dire condition available only in print. Re-used and pragmatically created metadata for turned-digital UN content.

ii. Retrospective metadata projects utilizing interns and consultants. Secure operational digitization equipment and appropriate software.

iii. Maintain a web presence for the in-house digitization operation and its output.

iv. Maintain and develop training on the digitization process.

v. Maintain the ad-hoc digitization tasks.

vi. Upgraded digital platforms to host digitized content workflows, automate uploads and optical character recognition process.

vii. Off-site storage for print content with services such as scan-on-demand, reference (find content as well as find-in content, on demand), quality control, metadata creation, standardization, text summarizers (subject to additional funding).

viii. Explore and introduce a digital preservation system and policy framework in collaboration with other UN entities.

ix. Develop and implement a mechanism to preserve UN website content of research value (digital files) in accordance with the corresponding administrative instructions.

The goal aligns with and draws directly from the Secretary-General's Our Common Agenda, as well as the Department of Global Communications Strategy, and the Secretary-General's Policy Brief on Information Integrity,

GOAL 4: ESTABLISH THE UNITED NATIONS CHARTER LIBRARIES KNOWLEDGE NETWORK.

MAIN OBJECTIVES

4.1 Establish the UN Charter Libraries as a knowledge network, succeeding the historic Depository Libraries programme.

4.2 Align library institutions with the United Nations to support and contribute to the realization of the Organization's work and the principles outlined in the UN Charter.

4.3 Communicate the Library's value, fostering engagement and leadership beyond its traditional scope.

4.4 Enhance the Library's involvement with the UN system and the broader scholarly communications community, while cultivating strategic partnerships.

INTENDED OUTCOMES

i. Internal and external consultations, start work on the UN Charter Libraries Knowledge Network, including focus group, reporting and championing system; proposal approved.

ii. Related SGB and ST/AI are redrafted phasing out the UN Depository Library programme and disconnecting it from other organizational policies and practices, abandoning the subscription model. Drafts are submitted for internal approval.

iii. Selected services offered to UN Secretariat Libraries are expanded to UN Charter Libraries, such as UN Digital Library API, metadata collaborations and more.

iv. A community of practice established on a dedicated platform. Digital platform with easy-to-use interface, moderated discussions/queries. Shared information management best practices. Varied support for members. Contributions to the UN story from the field.

v. Extensive visibility for UN Charter Libraries inside the UN; nurtured connections with existing networks – UN Academic Impact members, Resident Coordinator Offices, UN Information Centres, IFLA.

vi. A biennial conference at UNHQ focusing on themes at the intersection of UN deliberations and purposes and modern digital information management. Defined collaboration and expanded relationships with library professional fora and associations.

vii. Communication and knowledge products and dissemination channels established internally and externally.

viii. UN Charter Libraries Knowledge Network events aligned with the calendar of the UN Department of Global Communications, and major UN events.

ix. Library impact stories, research bites instead of info-bites for the Network's and DHL's social media presence.

The goal aligns directly with the UN Charter as well as with key organizational policies: the Department of Global Communications Strategy and annual calendar of events, the Secretary-General's Our Common Agenda and the Policy Brief on Information Integrity,

GOAL 5: FOSTER INNOVATION & CREATIVITY BY EXPLORING & IMPLEMENTING TECHNOLOGIES & APPROACHES TO PROACTIVELY ADAPT, OPTIMIZE RESOURCES, & ENHANCE INTERNAL PROCESSES.

MAIN OBJECTIVES

5.1   Innovate by pursuing prototypes and experimenting with new technologies, local large language models and other AI-powered tools.

5.2   Pursue tools and practices focused on automating metadata creation for UN content.

5.3   In collaboration with the wider UN-affiliated communities, open library data and metadata with a view to strengthening access.

5.4   Expand the use of open access content, open-source software, credible open knowledge resources and open research initiatives.

INTENDED OUTCOMES

i.   A coherent information architecture ecosystem mindful to information systems and information retrieval evolution. Information analysis workflows optimal for the exponential increase of UN digital output. Improved cost-benefit analysis.

ii.   Connect with existing wider community data platforms, secure unique permanent identifiers for UN content as well as wider exposure of UN metadata, datasets and files; experiment with approved AI tools to achieve data collection, processing and automated metadata creation.

iii.   Reduce manual metadata creation and introduce a Quality Assurance role for curating metadata created by machines or entities outside the Library.

iv.   Expand metadata/thesauri on the web through linked data formats.

v.   Widen Library's scope of duties as an ontology authority across UN Secretariat; utilize ontologies as foundational, conceptual models for Large Language Models (LLMs) – train LLMs against controlled vocabularies rather than free texts – and AI systems aiming to decrease generation of misinformation; promote the SDGs ontology including through Wikidata; Library's taxonomies and ontologies used for content organization, search and knowledge management across UN platforms.

vi.   Enhanced UNHQ partnerships to reap benefits and to automate our workflows including standardizing entity names utilization across the UN Secretariat.

vii.   Develop training on UN data literacy and data privacy practices and enhance capacity building.

viii. Contribute to data diplomacy through online exposure of Library datasets.

ix.   Examine and ensure that datasets in UN publications are also catered for by metadata and related systems.

x.   Highlight implemented innovations internally and share lessons learned.

The goal aligns with key organizational policies: the Department of Global Communications Strategy, the Secretary-General's Policy Brief on Information Integrity, and the Secretary-General's Data Strategy.

STRATEGIC OUTLOOK IMPLEMENTATION ENABLERS

The Dag Hammarskjöld Library has adopted internal Rules of Engagement for Hybrid and Remote Work to support staff well-being while enabling us to pursue our strategic goals and objectives. We will support and develop staff capabilities as a key intervention by directing the external training budget primarily in groups but also in individual training opportunities aligned with our strategic objectives. We will also refer to the Secretary General's Guidance Note on Behavioral Science[6] to further inform our work policies and culture. Our Strategic Plan has been crafted with the principles of the Guidance Note in mind, and with the understanding that certain elements of the Note remain essential during implementation. To facilitate alignment with our strategic objectives, we will integrate the following principles into our approach:

- Incorporate understanding of decision-making and behavior change into the development of digital products and services.

- Present choices and structure workflows to reduce biases and barriers, encouraging behaviors aligned with strategic objectives.

- Foster positive social norms through messaging that promotes strategic objectives.

- Use data and behavioral science to predict outcomes and inform the design of digital tools; the Dag Hammarskjöld Library dashboard presenting Library-wide Key Performance Indicators, albeit quantitative, will be released for viewing in January 2024.

- Ensure sustained human oversight when developing and deploying AI-based system prototypes and automated processes.

- Engage library partners in the co-creation of services.

- Develop skills in user-centered and evidence-based design of policies, programmes, and services.

- Identify and reduce administrative burdens and barriers through behavioral audits and process redesign.

- Design intuitive and frictionless processes, where possible, to promote staff well-being.

To complement our strategic objectives, Library Units may choose to incorporate personality assessment and celebrations of diversity as a fun team-building exercise[7] that may help us better understand others and our teams. As outlined in the Secretary General's Guidance Note, understanding decision-making tendencies can reduce biases and bring our community together in pursuit of our common goals. At the Units' discretion, an end-of-quarter event may also be organized for staff across the Section to present takeaways from this exercise, appreciate diversity through shared activities, and recognize the collective strengths of diverse teams. While optional, offering these science-based and team-oriented opportunities aligns with principles of the present Outlook and the Note, as part of an overall supportive environment.

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6   Online: https://www.un.org/en/content/behaviouralscience/
7   A proliferation of those online. Selectively: https://www.16personalities.com/

![United Nations emblem]

WE THE PEOPLES OF THE UNITED NATIONS

determined

to save succeeding generations from the scourge of war, which twice in our lifetime has brought untold sorrow to mankind, and

to reaffirm faith in fundamental human rights, in the dignity and worth of the human person, in the equal rights of men and women and of nations large and small, and

to establish conditions under which justice and respect for the obligations arising from treaties and other sources of international law can be maintained, and

to promote social progress and better standards of life in larger freedom,

and for these ends

to practice tolerance and live together in peace with one another as good neighbors, and

to unite our strength to maintain international peace and security, and

to ensure, by the acceptance of principles and the institution of methods, that armed force shall not be used, save in the common interest, and

to employ international machinery for the promotion of the economic and social advancement of all peoples,

have resolved to combine our efforts
to accomplish these aims.

accordingly, our respective Governments, through representatives assembled in the city of San Francisco, who have exhibited their full powers found to be in good and due form, have agreed to the present Charter of the United Nations and do hereby establish an international organization to be known as the United Nations.

UNITED NATIONS

PREAMBLE TO THE CHARTER OF THE UNITED NATIONS

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ميثاق الأمم المتحدة
والنظام الأساسي لمحكمة العدل الدولية

联合国宪章
及国际法院规约

CHARTER of THE UNITED NATIONS
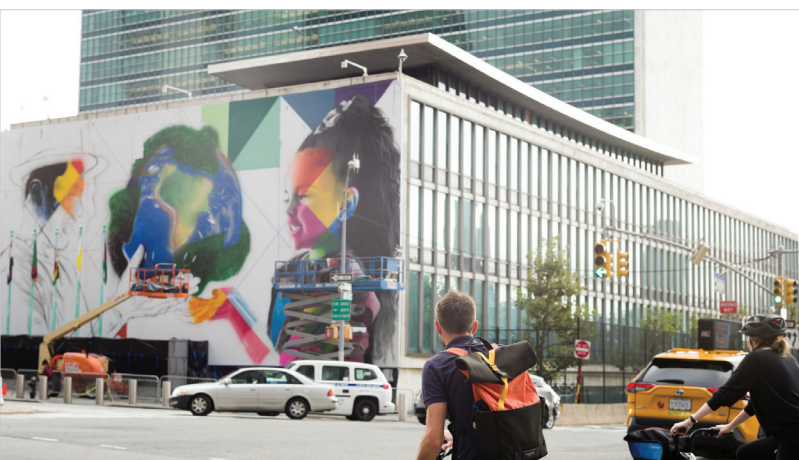AND STATUTE of THE INTERNATIONAL COURT OF JUSTICE

ميثاق الأمم المتحدة
والنظام الأساسي لمحكمة العدل الدولية

УСТАВ ОРГАНИЗАЦИИ ОБЪЕДИНЕННЫХ НАЦИЙ
И СТАТУТ МЕЖДУНАРОДНОГО СУДА

CARTA de LAS NACIONES UNIDAS
Y ESTATUTO de LA CORTE INTERNACIONAL DE JUSTICIA

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