



**Dag Hammarskjöld
Foundation**

Uppsala, 17 January 2025

Terms of Reference (ToR) for an Independent Evaluation of the Dag Hammarskjöld Foundation

1. Background

The Dag Hammarskjöld Foundation is a non-governmental organisation established in 1962 in memory of the second UN Secretary-General, which aims to advance dialogue and policy for sustainable development and peace.

The Foundation is an autonomous institution and is unaffiliated with any political, religious or ideological groups; its work is guided by respect for and alignment to the principles outlined in the UN Charter.

The work of the Foundation today builds on the legacy of Dag Hammarskjöld by promoting greater transparency, quality and effectiveness in the work of the UN, increased multilateral cooperation and respect for and compliance with the UN Charter throughout the world.

The Foundation is based in Uppsala, Sweden, with a liaison office in New York, US.

Through three programmes – UN Financing, UN Leadership, and Sustainable Peace – the Foundation partners with international experts and representatives of the UN system, Member States, and civil society to share research, knowledge and experience, provide financial data, and conduct monitoring and analysis. The Foundation provides an impartial platform for dialogue, with the aim of transforming commitment into action at all levels. It also publishes the report series Financing the UN Development System (in collaboration with the UN Multi-Partner Trust Fund Office) and The Art of Leadership in the United Nations.

Funding

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

The most recent independent evaluation took place in 2020 and was followed up with a management response and implementation of its recommendations. During 2021, a new Strategic Framework for 2022-2025 was developed taking the results of the evaluation as well as other sources of analysis into consideration.

Due to a reduction in funding in 2023, two of the five programmatic areas as specified in the five-year Strategic Framework period, namely Human Rights and Multilateralism, were mainstreamed into the other three programmatic areas mentioned above.

This evaluation will apply the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC) evaluation criteria, emphasising **relevance** and **effectiveness** while incorporating outcome mapping to assess the Foundation's impact on peace and sustainable development.

2. Objectives of the Evaluation

The purpose of the evaluation is to contribute to organisational learning, including that of strategic partners to the Foundation, as well as increasing the relevance and effectiveness of the Foundation's work.¹

The expectation is that it will be one of the key sources for shaping the new 2026-2029 Strategic Framework and provide support to the organisation's work on strategic partnership and resource mobilisation.

The evaluation will:

1. **Assess Relevance:** Examine how well the Foundation's objectives (expected outcomes) and outputs align with stakeholder needs, international priorities on peace and sustainable development, and the UN system's evolving landscape.
2. **Evaluate Effectiveness:** Measure the extent to which the Foundation's programmatic work achieves its intended outcomes, particularly in enhancing multilateralism and supporting UN-centred initiatives.
3. **Analyse Outcome Mapping:** Trace contributions to outcomes in the three programmatic areas to understand the pathways to change and the Foundation's added value. The outcome mapping should take its point of departure in the Foundation's Strategic Framework 2022-2025 and its three categories of results.
 - a. *Access:* Access to and demand for support from multilateral key actors and decision-makers who contribute to the UN's conditions and results (immediate outcome). This includes UN representatives, Member States, and multilateral partners.
 - b. *Engagement:* Quantitative and qualitative assessment of the Foundation's relevance in terms of the participation and commitment of key actors to contribute to their respective roles (immediate outcome).
 - c. *Influence:* The Foundation's long-term contribution, as one actor among many, to the implementation of agreed commitments from policy to action, as well as how the work has contributed to critical inquiry, and increased effectiveness, transparency and innovation (outcome).
4. **Assess the additional evaluation criteria:** In addition to prioritising relevance, effectiveness, and outcome mapping, the study should also evaluate the institutional efficiency, sustainability, and coherence.
5. **Provide Recommendations:** Identify lessons learned and actionable recommendations for improving the Foundation's strategies, operational approaches, and future impact.

¹ Strategic partners include those individuals and organisations that have worked extensively together with the Foundation and/or have provided financial support. The partnership agreement between the Swedish Government, through the Ministry for Foreign Affairs, and the Dag Hammarskjöld Foundation stipulates an external evaluation preparing for a new strategy period. 'Avtal om samarbete mellan Dag Hammarskjölds Minnesfond och Regeringskansliet (Utrikesdepartementet) 1 januari 2022- 31 december 2025', January 12, 2022.

3. Evaluation Scope

The evaluation will cover:

- The Foundation's activities during 2022-2024.
- All three programmatic areas with specific attention to cross-cutting themes of peacebuilding, development financing, and UN leadership.
- Geographical focus on the Foundation's global initiatives with particular attention to its role in UN and other multilateral frameworks.

4. Key Evaluation Questions

Relevance

- How well does the programmatic work of the Dag Hammarskjöld Foundation align with its Statutes (1968) and the Strategic Framework 2022-2025.
- How well does the Foundation's strategy align with relevant UN frameworks and reform processes in its ambition to support multilateralism and a more relevant and effective United Nations?
- Is the programmatic work responsive to the needs of key stakeholders, including the UN and Member States?

Effectiveness

- To what extent has the Foundation's programmatic work achieved its intended objectives?
- What evidence exists of the Foundation's contributions to policy changes, strengthened multilateralism, or enhanced UN operations?

Impact Pathways and Outcome Mapping

- What are the key outcomes attributable to the Foundation's programmatic work, and how have these been achieved?
- How do the Foundation's partnerships and dialogue platforms contribute to its impact?

Other OECD-DAC Criteria

- **Efficiency:** Are resources used optimally to achieve the Foundation's objectives? How could additional funds be utilised most efficiently to enhance organisational development and programming, and what is their potential impact?
- **Sustainability:** Are the outcomes of the Foundation's programmatic work likely to have a lasting effect?
- **Coherence:** How well do the Foundation's initiatives complement other actors' efforts within and outside the UN system?

5. Methodology

The evaluation will utilise a mixed-methods approach, combining:

1. **Desk Review:** Analysis of key documents (eg strategic plans, reports, and evaluations).
2. **Stakeholder Interviews:** Engagement with internal staff, UN representatives, Member States, and civil society partners.
3. **Surveys and Focus Groups:** To gather diverse perspectives on the Foundation's impact and relevance.
4. **Outcome Mapping:** Mapping contribution pathways for key initiatives to identify the Foundation's role in achieving outcomes.
5. **Documentation of Stakeholder Citations:** Evaluators will document citations from key stakeholders, partners, or target groups validating the immediate or intermediate outcomes attributed to the Foundation. These will be included in an appendix to the evaluation report, with reference to the source if the source agrees to be cited or otherwise unanimous with reference to type of actor (UN, Member State, civil society etc)

The consultant(s) are expected to work on-line except for the final presentation to the Foundation. If stationed in Sweden, travel to Stockholm and Uppsala can be covered in the budget.

6. Deliverables

The evaluator(s) will produce:

1. **Inception Report:** Outlining the evaluation framework, work plan, and data collection and analysis methods. All clearly anchored in OECD-DAC evaluation standards. Furthermore, specify how and when to engage the Board of Trustees and the Foundation's staff.
1. **Draft Report:** Presenting initial findings for feedback from the Secretariat.
2. **Final Evaluation Report:** A comprehensive document addressing the evaluation objectives, including an executive summary, methodology, findings, conclusions, and recommendations.
3. **Appendix of Stakeholder Citations:** Validated feedback from stakeholders on output quality and outcome contributions.
4. **Presentation of Findings:** One briefing for the Secretariat and one for the Board of Trustees to share key insights and recommendations.

7. Timeline

The evaluation process is expected to take three months, 24 February 2025 to 23 May 2025 with the following milestones:

- Inception Phase: Month 1
- Data Collection: Month 1-2
- Draft Report Submission: Month 3
- Final Report Submission and Presentation: End of Month 3

8. Qualifications of the Evaluator(s)

The evaluator(s) should have:

- Expertise in evaluating international organisations, particularly think tanks and multilateral initiatives.
- Strong understanding of the UN system, peacebuilding, development effectiveness, and multilateralism.
- Extensive experience conducting independent evaluations using OECD-DAC criteria and standards.
- Proven experience with outcome mapping methodologies.
- Excellent analytical, communication, and report-writing skills.

9. Governance and Oversight

The evaluation will be managed by the Executive Director of the Dag Hammarskjöld Foundation, who will provide guidance, ensure access to necessary information, and facilitate stakeholder engagement.

10. Budget

The total budget for the evaluation will not exceed 400,000 SEK (approximately 35,000 USD) including eventual value added tax (VAT).

The Foundation undertakes no liability for taxes payable by the consultant(s) or on payments made under this contract. The consultant is responsible for compliance with relevant tax registrations (etc). Consultants are not entitled to any additional benefits.

10. Submission of Proposal

Interested parties are invited to submit the proposal no later than close of business on Friday, 7 February 2025. The evaluation is to be conducted during the period 24 February 2025 to 23 May 2025, with the provision of preliminary findings at the end of the period and submission of the final Evaluation Report Thursday, 5 June 2025.

Contact person for the evaluation is the Executive Director, Björn Holmberg, executive.director@daghammarskjold.se.