Country Portfolio Evaluation

Terms of Reference

Bangladesh

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I. Background (programme/project context)

The Bangladesh Country Office (BCO) Strategic Note (SN) is the main planning tool for advancing Gender Equality and Empowerment of Women (GEEW) through UN Women's support to normative, coordination and operational work in Bangladesh.

The BCO has been operational in Bangladesh since 2012 when it transitioned from a project office (under UNIFEM) to a country office. This evaluation will consider the Strategic Notes covering the period 2014-2016 and 2017-2020. The current Strategic Note will end on December 2020, and a new Strategic Note is due to be developed starting in July 2020.

The SN is grounded in the standards, principles and obligations of the Convention to Eliminate all forms of Discrimination Against Women (CEDAW), Beijing Declaration and Platform for Action (BPfA), Concluding Observations of the Commission on the Status of Women (CSW), Security Council (SC) Resolution 1325, and the Sustainable Development Agenda (Agenda 2030), which includes the Paris Agreement and the Sendai Framework for Disaster Risk Reduction. The SN is grounded firmly in Agenda 2030, building on UN Women's comparative advantage to address specific gaps that limit national capacity to implement gender equality commitments. The SN is linked to the UN Women Global Strategic Plans 2014-2017 & 2018-2021, aligned with the Government of Bangladesh (GoB)'s 7th Five-year Plan, including SDG gender equality targets as adopted by the GoB and the National Action Plan for the National Women's Development Policy (which is grounded in CEDAW and the BPfA), and the country-level United Nations Development Assistance Framework (UNDAF) 2017-2020. In 2019, the Government's 8th 5-year plan development will be initiated, and UNDAF review and formulation will also be rolled out. The UNDAF points to the UN moving away from wide-scale service delivery to focus more on reaching the most marginalized; and to capacity enhancement and technical assistance for policy and advocacy, management and data and knowledge generation given the current context of Bangladesh attaining lower middle-income status and aspiration to move to upper middle-income status. For the UN system, 2017 to 2020 is seen as an important opportunity to strengthen national capacities for a peaceful, inclusive and equitable society with effective and accountable institutions.

The BCO SN supports the following Outcomes contained in UN Women's Strategic Plan (2017-2021):

- ➔ Outcome 1. A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented
- ➔ Outcome 2. Women lead, participate in and benefit equally from governance systems
- ➔ Outcome 3. Women have income security, decent work and economic autonomy
- ➔ Outcome 4. All women and girls live a life free from all forms of violence
- ➔ Outcome 5. Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action

UN Women is a member of the UN Country Team (UNCT), co-chairing the UN SDG Task Force together with UNDP; and co-chairing the Gender Equality Theme Group (GETG) with UNFPA which gives UN Women the possibility to directly engage with the SDG's coordination committee, PMO; General Economic Division, Ministry of Planning; and other relevant key stakeholders. BCO facilitated the

establishment of an Inter-Cluster Gender in Humanitarian Action Working Group (GiHA WG) in February 2017 under the Humanitarian Coordination Task Team (HCTT) as an advocacy and leadership platform for mainstreaming gender equality in all humanitarian actions in the country. The aims of BCO's coordination strategy include (1) increasing the results achieved for women and girls in UN Women impact areas, (2) supporting UNCT accountability for achieving gender equality results and contributing to national implementation of CEDAW and the gender equality targets of Agenda 2030; and (3) strengthening capacity of UN agencies for mainstreaming gender equality.

The following key contextual considerations have been taken from the BCO's Strategic Note and updated as appropriate:
The GoB aligned their 7th 5-year development plan to the SDGs, and the plan includes many gender equality results but need to address more specifically violence against women and women's unpaid work (although data is available). The Constitution recognizes equal rights for women and men in the public sphere and there is a reasonably strong legal framework guaranteeing women's rights (with exceptions). The National Women's Development Policy 2011, and linked National Action Plan, provide a strong base for government action to promote gender equality.

Bangladesh has a comprehensive architecture for promoting gender equality across government. BCO has been closely working with the Ministry of Women and Children's Affairs (MoWCA) to strengthen overall coordination capacity of MOWCA on gender equality and empowerment of women; and also, to enhance capacity of MOWCA's technical expertise including policy implementation. It is noted that most of MOWCA's budget is linked to delivery of projects. More recently, MOWCA is engaged in Gender Responsive Budgeting which has been institutionalized across 44 ministries.

Social norms and attitudes that tolerate violence against women are wide spread. A 2015 Violence Against Women survey conducted by Bangladesh Bureau of Statistics (BBS) showed that 'almost two-thirds of (72.6%) of ever-married women experienced one or more such forms of violence by their husband at least once in their lifetime, and 54.7% experienced violence during last 12 months'.[1]
Research into men's attitudes by Partners for Prevention, a joint UN regional programme on prevention of violence against women, found that the most common motivation for sexual violence was the belief that sex is men's entitlement (77% of urban and 81% of rural men)[2]. About 32% of men sexually abused women to take out their anger or to punish them, while 62 % said it was just for fun. Only 15% of urban respondents and 25% of rural men feared repercussion from any source. There is a good legal framework for addressing diverse forms of gendered violence and exploitation, including the Domestic Violence Act 2010 and the 2009 Bangladesh High Court Directive to Prevent Sexual Harassment, although the latter has not been translated into law despite the Court's recommendation. In all cases, however, implementation is poor.

Discriminatory social norms are reinforced by discriminatory laws and policies particularly pertaining to matters of marriage and family. Personal laws, specific to each religion, make it difficult for women to claim custody of children or receive a share of household assets if they leave an abusive marriage and marital rape is only recognized as an offence under the Penal Code for brides younger than 13 years old[3].

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[1] 'Report on Violence Against Women Survey 2015', August 2016, Bangladesh Bureau of Statistics (BBS)

[2] Men's Attitudes and Practices Regarding Gender and Violence Against Women in Bangladesh: Partners for Prevention, 2013.

[3] 375 section of 1860 Penal Code

A new law[4] on child marriage has raised considerable concern as the proposed law includes a clause allowing marriage of girls at 16 with the consent of either parents or a court.

In 2018, the government celebrated crossing the 1st threshold for graduation from Least Developed Country (LDC) and is setting an ambitious target to finally graduate in 2024. Economic indicators confirm that this is likely with an annual growth rate of over 6%, low inflation, growth in employment and a strengthening currency. Much of this growth has been driven by a rapidly expanding industrial sector, in ready-made garments (RMG) which accounts for more than 80% of Bangladesh exports.

Economic growth in Bangladesh has been accompanied by significant reduction in poverty and the country has almost doubled its human development rating since 1980, ranking 136 out of 189 countries in 2017.[5] It is estimated that 24.3% of the population is currently below the upper poverty line and the proportion of people living in extreme poverty has dropped dramatically to 12.9% but the absolute numbers of poor are still staggering (about 40 million poor and within that almost 18 million extreme poor).[6] National averages also hide inequalities. Ethnic and religious minority households are over-represented among the poor and there are also geographic patterns. The 15 poorest districts include the Chittagong Hill Tracts, where most indigenous peoples live, and districts significantly affected by climate change and disaster in the south-west. 28% of female-headed households live in extreme poverty, more than double the national average, and the value of assets in female-headed households is estimated at 56 percent that of male-headed households.[7]

Climate change defines the context for social and economic development in Bangladesh. The Climate Change Vulnerability Index (CCVI)[8] 2015 identified Bangladesh as 'the most at risk country'[9] due to population density, high levels of poverty, high number of poor living in the coastal areas, low altitude and extensive coastline and river systems. In Bangladesh climate change is contributing to more intense and frequent disasters (cyclones, floods and droughts) as well as longer-term changes such as sea-level rise, saline ground water and soil, changes in precipitation pattern that negatively impact food production and land erosion.   UN Women research has documented the gendered impacts of climate change and related disasters.

Increasing incidents of extremist violence, many claimed by international networks of terrorists, culminated in a well-organized attack on a popular restaurant in the diplomatic zone in July 2016. 28 people were killed including two police officers and 6 of the attackers. Research to better understand this violent extremism, including from a gender perspective, is just beginning.

Bangladesh has been hosting Rohingya refugees since 1948, with several waves of new refugees entering Bangladesh due to upsurges in violence experienced in Rakhine State, Myanmar.[10] UNHCR reported that

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[4] 'Child Marriage Restraint Act 2017', adopted in Feb 2017

[5] http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/BGD.pdf

[6] http://bdf2018.erd.gov.bd/wp-content/uploads/2018/01/BDF18-Keynote.pdf

[7] Sen, B., and Ali, Z. Ending Extreme Poverty in Bangladesh During the Seventh Five Year Plan: Trends, Drivers and Policies – Background Paper for the Preparation of the Seventh Five Year Plan. Dhaka, 2015

[8] Population and Housing Census 2011, BBS, Ministry of Planning.

[9] Bangladesh with its low altitude is most at risk of seeing serious adverse effects of climate change in particular on the lowest lying areas along the coast

[10] UNHCR, "Bangladesh: Analysis of Gaps in the Protection of Rohingya Refugees," May 2007; access at: http://www.unhcr.org/46fa1af32.pdf#zoom=95

prior to August 2017, 33,000 Rohingya refugees had been living in refugee camps in Cox's Bazar since the 1990's and a further 200,000 undocumented Rohingyas were living outside them.[11] In August 2017, an upsurge of extreme human rights violations against Rohingya communities in Rakhine State, forced more than 700,000 people, 52% of which were women, to flee their homes. A significant number of women and girls reported witnessing or experiencing gender-based violence, including severe forms of sexual violence.[12] The Joint Response Plan for the Rohingya Humanitarian Crisis indicates that this has become one of the fastest growing refugee crises in the world with the refugee population in Cox's Bazar more than quadrupling in a two-month period.[13] In September 2017, the Government of Bangladesh provided new land to establish a camp, which has become the largest refugee camp in the world with over 600,000 refugees living there.[14]

II. Description of the programme/project

The total planned budget of the BCO 2017-2019 (Development Results + Organisational Efficiency) was:

SN/AWP DRF+ OEEF Budget (based on OneApp Data as of 26 Nov 2018)			
	2017	**2018**	**2019**
Core	$500,000.00	$722,877.00	$704,065.00
IB	$519,768.00	$519,769.00	$542,402.00
XB	$75,575.00	$65,326.00	$75,457.00
Non Core - Available	$1,596,393.00	$3,903,558.00	$3,529,923.00
Non Core – To Be Mobilized	$935,205.00	$458,645.00	$1,142,925.00
TOTAL	**$3,628,958.00**	**$5,672,193.00**	**$5,994,772.00**

BCO resources grew considerably during 2018: the office started 2018 with an available budget of $2,727,641, which increased to $4,138,738 as of end October 2018.[15] The planned 2019 budget is $5,994,772 which more than doubles the initial budget of 2018.

The BCO is based in the capital Dhaka with a sub-office in Cox's Bazar with projected BCO staff numbers increasing from 28 in 2018 to 42 in 2019. In Dhaka the staff totals in 2018 were: 28 plus an additional 5 project office staff based in ministries. In Cox's Bazar sub-office there were 3 staff (including surge support) during 2018 with projected growth to 8 in 2019. The increase in staff and personnel are due to new programme resources that have been mobilized.

The work of UN Women is focused on responding to its three core mandates.

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[11] UNHCR, "Operational Update Emergency Response in Bangladesh", September, 2017; access at:
http://reporting.unhcr.org/sites/default/files/UNHCR%20Update%20on%20the%20Emergency%20Response%20in%20Bangladesh%20-%20September%202017.pdf
[12] UN Women, Gender Brief on Rohingya Refugee Crisis Response in Bangladesh, January 2018; access at:
http://asiapacific.unwomen.org/en/digital-library/publications/2017/10/gender-brief-on-rohingya-refugee-crisis
[13] Joint Response Plan (JRP) for Rohingya Humanitarian Crisis March - Dec 2018; access at:
www.humanitarianresponse.info/en/operations/bangladesh
[14] Ibid
[15] From 1 Nov 2018 PDR

Normative work: to support global and regional inter-governmental bodies, such as the Commission on the Status of Women (CSW) and the General Assembly, by informing based on national level experience, and national level mechanisms in their formulation of policies based on the implementation of global standards and norms;

Operational work: to help Member States to implement international standards and to forge effective partnerships with civil society; and

Coordination work: entails both work to promote the accountability of the United Nations system on gender equality and empowerment of women (GEEW), including regular monitoring of system-wide progress, and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

The main interventions undertaken under the Strategic Note are and their status of implementation is as follows:

Intervention area (Normative, Coordination, National programmes, Regional programmes and Global programmes)	Status (Completed, Ongoing, Planned, cancelled/revised)
Women's Economic Empowerment	
Decent Work for Women Migrant Workers	Ongoing
Inclusive Equitable Local Development (Joint Programme with UNDP and UNCDF)	Ongoing
Career and Capacity Building for Women Workers in the RMG sector	Completed
Ending Violence Against Women	
Combating Gender Based Violence and Building Capacity to Prevent Violence Against Women	Ongoing
Gender Responsive Governance	
Strengthening Gender Responsive Planning and Budgeting in Bangladesh (including normative interventions)	Ongoing
Support to Bangladesh Parliamentary Election	Ongoing
Making Every Women and Girls Count in Bangladesh (Flagship programme on Gender Statistics)	Ongoing
Global normative and policy framework	Completed
Women Leadership and Political Participation	Completed
Women Peace and Security and Humanitarian Action	
Empowered Women, Peaceful Communities: Preventing Violent Extremism in Asia (part of regional programme)	Ongoing
Gender and Climate Change project	Completed
National Resilience Programme (Joint Programme with UNDP and UNOPS)	Ongoing
Humanitarian Response Programme (Rohingya Communities)	Ongoing

A draft stakeholder analysis has been undertaken by the CO. This is expected to be reviewed and updated by the evaluation team as part of the inception meeting.

Stakeholder role	Specific groups (gender disaggregated)
Target Groups of rights holders	- Migrant work workers - Refugee women and girls - Ready-made garment factory workers - Rural women (IELD is target)

	Women as risk of violence against women Women in disaster prone areas -
Principle and primary duty bearers who make decisions and implement the SN	UN Women CO Ministry of Women and Children Affairs, Ministry of Disaster Management and Relief; Ministry Environment and Forests and Climate Change; Ministry of Expatriate, Welfare and Overseas Employment; Bangladesh Bureau of Statistics; Ministry of Foreign Affairs; Ministry of Finance; General Economic Division, Ministry of Planning; Economic Relations Division; DFAT Canada; Govt of Japan; DFID; SDC; Government of Australia; Government of Switzerland; Swedish International Development Cooperation;
Experts and consultants who have technical inputs into the SN	Civil Society Advisory Group UN Gender Focal Persons UN RC, Heads of Agencies of the UN systems, Development Partners
Representatives of secondary duty bearers and rights holders affected by the SN but not targeted for assistance	Rights Holders Groups Media Local Consultative Group: Women Advancement and Gender Equality

Across these programme areas, the BCO main strategies are:

- **Human Rights-based approach**: all programming will apply a human rights-based approach in line with the UN Statement of Common Understanding on Human Rights Based Approaches to Development.
- **Strategic partnership development**: establishment of strategic cross-sectoral partnerships to strengthen the investment and policy making on specific issues and enable UN Women to contribute to larger scale results.
- **Generate new knowledge and evidence** for advocacy and to support more effective approaches to gender equality and empowerment of women in our three result areas. This will also contribute to evidence-based reporting on the SDGs, UPR and CEDAW.
- **Technical advice and assistance** to policy makers and practitioners in the UN, government and civil society, to support gender-responsive implementation of Agenda 2030 including through effective engagement in normative processes, policy reform, monitoring and reporting capacity and design of interventions.
- **Strengthening women's leadership** across levels and sectors, including the national gender equality architecture, through strong, diverse and inter-generational **women's movements**, in decision-making bodies, and in relation to the specific sectors where UN Women works.
- Expand the participation of and results for **marginalized groups of women**, including poor women affected by climate change and frequent disasters, indigenous women, Rohingya women, returnee women migrant workers, and other groups excluded by ethnicity, caste, class, religion or disability.

- **Catalytic programmes** that improve the lives of women and girls in the pilot area and demonstrate new models and methods with potential for upscaling by government and other partners.
- **Leverage UN Women's triple mandate** using normative processes to strengthen local and national capacity to promote gender equality; building partnerships and knowledge through operational interventions to strengthen advocacy and provide evidence for policy-making and reporting on normative commitments; using substantive coordination and normative resources to influence the GEEW work of larger development actors, therefore contributing to wider change for women and girls.

In line with UN Women's commitment to Results Based Management, a Development Results Framework (DRF) was developed with performance indicators. The SN for 2017-2020 includes a theory of change for each Impact area but several changes have been made to the SN over time. These include the addition of 3 outcomes related to women peace and security and humanitarian response, and separating violence against women and women's economic empowerment outcomes into two Impact areas.

The SN also includes an Organisational Effectiveness and Efficiency Framework (OEEF) with performance indicators. The evaluation is expected to use this to assess organizational performance.

III. Purpose (and use of the evaluation)

The work of UN Women is framed by the Convention on the Elimination of All Forms of Discrimination Against Women, which is often called the "international bill of women's rights", and the Beijing Platform for Action, which sets forth governments' commitments to enhance women's rights. The spirit of these agreements has been affirmed by the Millennium Development Goals; UN Security Council resolutions on women, peace and security and on sexual violence in conflict[16]; Economic and Social Council agreed conclusions 1997/2 and resolution 2011/5; and the UN System Chief Executives Board for Coordination policy on gender equality and women's empowerment and its corresponding system-wide action plan.

Evaluation in UN Women is guided by these normative agreements to be gender-responsive and utilizes the entity's strategic plan as a starting point for identifying the expected outcomes and impacts of its work and for measuring progress towards the achievement of results. The UN Women Evaluation Policy and the UN Women Evaluation Strategic Plan 2014-2017 are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up in UN Women. These principles are aligned with the United Nations Evaluation Group (UNEG) Norms for Evaluation in the UN System, Standards for Evaluation in the UN System[17] and Ethical Guidelines.[18]

The key principles for gender-responsive evaluation at UN Women are: 1) National ownership and leadership; 2) UN system coordination and coherence with regard to gender equality and the empowerment of women; 3) Innovation; 4) Fair power relations and empowerment; 5) Participation

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[16] UN Security Council resolutions on women, peace and security and on sexual violence in conflict include: 1325 (2000), and 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), and 2122 (2013);
[17] UNEG, "Norms and standards for evaluation", 2016, available online at: http://www.unevaluation.org/document/detail/1914.
[18] UNEG, "Ethical guidelines", 2008, available online at: http://www.unevaluation.org/document/detail/102.

and inclusion; 6) Independence and impartiality; 7) Transparency; 8) Quality and credibility; 9) Intentionality and use of evaluation; and 10) Ethics.

Country Portfolio Evaluation (CPE) is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level.

The UN Women portfolio responds to its three core mandates, which include normative, operation and coordination work. The CPE focuses on their individual and combined success in advancing gender equality in the countries covered by the CO. It uses the Strategic Note as the main point of reference.

This CPE is being primarily commissioned by the Country Office (CO) as a formative (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making for the next Strategic Note, due to be developed in 2020, and will provide evaluative input to the UNDAF evaluation to take place in the latter half of 2019. The evaluation is expected to have a secondary summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.

It is a priority for UN Women that the CPE will be gender-responsive, and will actively support the achievement of gender equality and women's empowerment.

The primary intended users of this evaluation are UN Women Bangladesh Country Office, UN Women Regional Office for Asia and the Pacific, the UN system in Bangladesh, and key national stakeholders in Bangladesh including the Government, civil society, women's movement actors, UN Women donors and private sector partners.

Primary intended uses of this evaluation are:
   a. Learning and improved decision-making to support the development of the next Strategic Note and UNDAF;
   b. Accountability for the development effectiveness of the CO Strategic Note in terms of UN Women's contribution to gender equality and women's empowerment;
   c. Capacity development and mobilisation of national stakeholders to advance gender equality and the empowerment of women.

IV. Objectives (evaluation criteria and key questions)

The evaluation has specific objectives:
   1. Assess the relevance of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment.
   2. Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women's empowerment results as defined in the Strategic Note.
   3. Support the UN Women CO to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment.
   4. Analyse how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note.
   5. Identify and validate lessons learned, good practices and examples of innovation that supports gender equality and human rights.

6. Provide insights into the extent to which the UN Women CO has realized synergies between its three mandates (normative, coordination and operations).
7. Provide actionable recommendations with respect to the development of the next UN Women CO Strategic Note.

The evaluation will apply four OECD/DAC evaluation criteria (relevance, effectiveness (including normative, and coordination mandates of UN Women), efficiency, and sustainability) and Human Rights and Gender Equality as an additional criterion.

The evaluation will seek to answer the following key evaluation questions and sub-questions, which will be refined during the inception phase in consultation with the Evaluation Reference and Management Groups:

Criterion	Questions
Relevance	Is the portfolio aligned with international gender equality human rights norms and with national policies in support of GEEW?
	Is the choice of partners most relevant to the situation of women and marginalised groups in the country?
	What contribution is UN Women making to UN coordination on GEEW? Which roles is UN Women playing in this field?
	Is the thematic focus across the portfolio appropriate and the most relevant approach for advancing GEEW in country?
	Do interventions target the underlying causes of gender inequality?
Effectiveness	To what extent have planned outputs been achieved on time?
	What has UN Women's contribution been to the progress of the achievement of outcomes? For who? What unexpected outcomes (positive and negative) have been achieved? For who?
	Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?
	To what extent has gender equality and empowerment of women been mainstreamed in UN joint programming and UNDAF?
	What are the main enabling and hindering factors to achieving planned outcomes?
Efficiency	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?
	Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?
	What is UN Women's comparative advantage compared with other UN entities and key partners?
	How can the workload across mandates be prioritised most effectively?
	To what extent does the UN Women management structure support efficiency for implementation?
	Has a Results Based Management system been established and implemented?
	To what extent is knowledge management employed and implemented effectively to facilitate uptake of programming lessons?
Sustainability	Is there national ownership and are there national champions for different parts of the portfolio?
	To what extent was capacity of partners developed to ensure sustainability of efforts and benefits?

	What local accountability and oversight systems have been established to support the continuation of activities?
Human Rights and Gender Equality	What contribution is UN Women making to implementing global norms and standards for GEEW?
	To what extent is the portfolio changing the dynamics of power in relationships between different groups?
	Has the portfolio been implemented according to human rights and development effectiveness principles (in its design and implementation): Participation/empowerment; Inclusion/non-discrimination; National accountability/transparency

As part of the inception meeting the evaluation team is required to review agreed indicators for answering each evaluation question. A model template will be provided to the evaluation team for this purpose. All indicators are encouraged to include the following elements:

1. A pre-defined rubric for evaluative judgement in the form of a definition of success, a benchmark, or a minimum standard;
2. Mainstreaming gender-responsiveness (where appropriate):
   a. Gender-disaggregated,
   b. Gender-specific (relating to one gender group),
   c. Gender-redistributive (balance between different gender groups);
3. Mainstreaming a human rights-based approach (where appropriate):
   a. Reference to specific human rights norms and standards (including CSW concluding observations),
   b. Maximising the participation of marginalised groups in the definition, collection and analysis of indicators.

The evaluation is expected to take a gender-responsive approach. Gender-responsive evaluations use a systematic approach to examining factors related to gender that assesses and promotes gender equality issues and provides an analysis of the structures of political and social control that create gender equality. This technique ensures that the data collected is analysed in the following ways:

1. Determining the claims of rights holders and obligations of duty bearers
2. Assessing the extent to which the intervention was guided by the relevant international (national and regional) normative frameworks for gender equality and women's rights, UN system-wide mandates and organizational objectives
3. Comparing with existing information on the situation of human rights and gender equality in the community, country, etc.
4. Identifying trends, common responses and differences between groups of stakeholders (disaggregation of data), for example, through the use of graphs or illustrative quotes (that do not allow for identification of the individual)
5. Integrating into the analysis the context, relationships, power dynamics, etc.
6. Analysing the structures that contribute to inequalities experienced by women, men, girls and boys, especially those experiencing multiple forms of exclusion
7. Assessing the extent to which participation and inclusiveness (with respect to rights holders and duty bearers) was maximized in the interventions planning, design, implementation and decision-making processes

8. Triangulating information to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.)
9. Identifying the context behind the numbers and people (using case studies to illustrate broader findings or to go into more depth on an issue)
10. Comparing the results obtained with the original plan (e.g., through the application of the evaluation matrix)
11. Assessing the extent to which sustainability was built into the intervention through the empowerment and capacity building of women and groups of rights holders and duty bearers

The evaluation is expected to consider the main cultural, religious, social and economic differences when analysing the contributions of UN Women. The preliminary findings obtained through this process should be validated through a stakeholder workshop with evaluation management and reference groups towards the end of the primary data collection stage.

V. Scope of the evaluation

The timing of this Country Portfolio Evaluation is intended to assess the effectiveness and lessons as we approach the end of the current SN and UNDAF.

The period covered by the evaluation will be SN 2014-2016 and SN 2017 through the time of data collection (March 2019). The evaluation will exclude all activities related specifically to Humanitarian Action, as they will be covered by a global corporate evaluation on the topic in which Bangladesh (Cox Bazar) was selected as a case study. The CPE evaluation team will coordinate closely with the evaluation of Humanitarian Action to ensure that the information can be used as input to the CPE and potentially join aspects of the HA evaluation field visit.

The CPE will focus on all activities undertaken by the CO under the Strategic Note, including general support to normative policy and UN coordination. Programme work will be considered based on the thematic areas established by the UN Women Strategic Plan 2018-2021.

The evaluation will not consider impact (as defined by UNEG) as it is considered too premature to assess this and the available data and budget will not allow for this type of assessment.

The evaluation team are expected to establish the boundaries for the evaluation, especially in terms of which stakeholders and relationships will be included or excluded from the evaluation. These will need to be discussed in the Inception Workshop.

UN Women organisational structures and systems outside of the CO (such as regional architecture) are not within the scope of this evaluation and should be referenced only where a there is a clear implication for the design and implementation of the CO Strategic Note.

Joint programmes and coordination are within the scope of this evaluation. Where joint programmes are included in the analysis, the evaluation will consider both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality. There are at least two other Country Programme Evaluations in Bangladesh planned for the same period (UNICEF and UNFPA) and potentially one Audit. Therefore, the evaluation team will need to carefully coordinate and explore where synergies can be found, such as a joint case study on a joint programme or UNCT coordination work.

The evaluation team is expected to undertake a rapid evaluability assessment in the Inception. This should include the following:
1. An assessment of the relevance, appropriateness and coherence of the implicit or explicit theory of change, strengthening or reconstructing it where necessary through a stakeholder workshop;
2. An assessment of the quality of performance indicators in the DRF and OEEF, and the accessibility and adequacy of relevant documents and secondary data;
3. A review of the conduciveness of the context for the evaluation;
4. Ensuring familiarity with accountability and management structures for the evaluation.

BCO has undertaken only one evaluation and two audits have been conducted since being established as a CO in 2012: Final evaluation of Gender and Climate Change project (and an audit on the same project) and an overall office audit in 2017; BCO also participated in one joint evaluation conducted by ILO: Final evaluation of Decent Work through Migration. BCO is currently undertaking an evaluation of the Building Capacity to Prevent Violence Against Women project. In 2015, the BCO undertook an external mid-term review of the overall SN.

The CO has undertaken an initial assessment and rated the availability of secondary data necessary for the evaluation:

Data	Availability
Baseline data	Low (with some exceptions medium)
Activity reports	High
Output results monitoring	Medium
Outcome results monitoring	Low
Financial records	High
Management reports	High
Communications products	Medium

The evaluation is expected to face the following logistical constraints: national elections are scheduled for the end of December and although the new government should be in place by mid-end January, this means that some of the higher-level officials that have interacted with UN Women may change, it will also be a busy period for the new government getting up to speed.

Where these constraints create limitations in the data that can be collected, these limitations should be understood and generalizing findings should be avoided where a strong sample has not been used.

In addition, cultural aspects that could impact the collection of data should be analysed and integrated into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools and ensure ethical protocols are followed as appropriate[19,20].

VI. Evaluation design (process and methods)

The evaluation will use a theory-based[21] cluster design[22]. The performance of the county portfolio will be assessed according to the theory of change stated in the Strategic Note(s) and reconstructed by the evaluation team during the inception phase using a participatory process during the Inception Workshop. To achieve sufficient depth, the evaluation will cluster programming, coordination, and policy activities of the Country Office around the thematic areas stated in the UN Women Strategic Plan 2018-2021.

The evaluation will undertake a desk-based portfolio analysis that includes a synthesis of secondary results data for the Development Results Framework and the Organisational Effectiveness and Efficiency Framework of the BCO. This will cover all activities undertaken by the BCO.

The portfolio analysis will be triangulated through a mixed methods approach that will include:
1. Desk review of additional documentary evidence;
2. Consultation with all main stakeholder groups; and
3. An independent assessment of development effectiveness using Contribution Analysis.

The evaluation is expected to apply a **gender responsive** approach to assessing the contribution of UN Women to development effectiveness. It should identify expected and unexpected changes in target and affected groups. It is anticipated that the evaluation will apply process tracing to identify the mechanisms of change and the probable contributions of UN Women.

The evaluation is expected to assess the strategic position of UN Women. It is anticipated that mixed qualitative/quantitative cases of different target groups will be developed, compared and contrasted. The evaluation team will identify which factors, and which combinations of factors, are most frequently associated with a higher contribution of UN Women to expected and unexpected outcomes.

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[19] UNEG, Ethical Guidelines, 2005, accessible at: http://www.unevaluation.org/document/detail/102

[20] World Health Organization and Program for Appropriate Technology in Health (PATH), "Researching violence against women: a practical guide for researchers and activists," 2005, accessible at: http://www.who.int/reproductivehealth/publications/violence/9241546476/en/

[21] A theory based-design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

[22] A cluster evaluation assess a large number of interventions by 'grouping' similar interventions together into 'clusters', and evaluating only a representative sample of these in depth.

The method should include a wide range of data sources (including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups).

The evaluation is particularly encouraged to use participatory methods to ensure that all stakeholders are consulted as part of the evaluation process. At a minimum, this should include participatory tools for consultation with stakeholder groups and a plan for inclusion of women and individuals and groups who are vulnerable and/or discriminated against in the consultation process.

The use of participatory analysis, video, photography or other methods are particularly encouraged as means to include rights holders as data collectors and interpreters. The evaluator should detail a plan on how protection of participants and respect for confidentiality will be guaranteed in accordance with UNEG Ethical Guidelines.

The evaluation is encouraged to use the following data collection tools:
- (Group) Interviews
- Secondary document analysis
- Observation
- Social Media (as relevant)
- Survey

The evaluator should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results. The evaluation will apply Contribution Analysis to assess the effectiveness of UN Women's country portfolio.

The evaluation should consider applying in a case study the Women's Empowerment Framework (developed by Sara Hlupekile Longwe)[23] as a way to conceptualize the process of empowerment. This will help frame progressive steps towards increasing equality, starting from meeting basic welfare needs to equality in the control over the means of production[24].

It is proposed that the evaluation will use a sampling unit based on the Strategic Plan Goals. The main interventions undertaken by the Country Office will be mapped into a sample frame for the evaluation. The evaluation is expected to apply a purposive sampling design based on the following minimum standards:
1. One or two projects per thematic cluster of operational work;

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[23] http://awidme.pbworks.com/w/page/36322701/Women%27s Empowerment Framework#_ftn1
[24] The five "levels of equality" in the Women's Empowerment Framework include:
1. *Welfare*, meaning improvement in socioeconomic status, such as income, better nutrition, etc. This level produces nothing to empower women.
2. *Access*, meaning increased access to resources. This is the first step in empowerment as women increase their access relative to men.
3. *Conscientisation*, involving the recognition of structural forces that disadvantage and discriminate against women coupled with the collective aim to address these discriminations.
4. *Mobilization*, implementing actions related to the conscientisation of women.
5. *Control*, involving the level of access reached and control of resources that have shifted as a result of collective claim making and action

2. The most strategically important thematic interventions to the CO:
   a. Relevance of the subject. Is the project a socioeconomic or political priority of the mandate and role of UN Women? Is it a key priority of the national plan, UN Women strategic note or the AWP? Is it a geographic priority of UN Women, e.g., levels of gender inequality and the situation of women in the country?
   b. Risk associated with the project. Are there political, economic, funding, structural or organizational factors that present potential high risk for the non-achievement of results or for which further evidence is needed for management decision-making?
   c. Significant investment. Is the intervention considered a significant investment in relation to the overall office portfolio (more than one-third)?
3. The richest learning opportunities.
   a. Potential for replication and scaling-up. Would the evaluation provide the information necessary to identify the factors required for the success in a thematic area and determine the feasibility of replication or scaling-up? Does the thematic area include a pilot and/or an innovative initiative?
   b. Knowledge gap. Will the evaluation help to fill a pressing knowledge gap in relation to achieving gender equality or the empowerment of women?

VII. Stakeholder participation

The evaluation team is expected to discuss during the Inception Workshop how the process will ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives:
1. Design (inception workshop);
2. Consultation of stakeholders;
3. Stakeholders as data collectors;
4. Interpretation;
5. Reporting and use.

The evaluators are encouraged to further analyse stakeholders according to the following characteristics:
1. System roles (target groups, programme controllers, sources of expertise, and representatives of excluded groups);
2. Gender roles (intersections of sex, age, household roles, community roles);
3. Human Rights roles (rights holders, principal duty bearers, primary, secondary and tertiary duty bearers);
4. Intended users and uses of the evaluation.

The evaluators are encouraged to extend this analysis through mapping relationships and power dynamics as part of the evaluation. It is important to pay attention to participation of rights holders—in particular women and vulnerable and marginalized groups—to ensure the application of a gender-responsive approach. It is also important to specify ethical safeguards that will be employed as mentioned above.

The evaluators are expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

VIII. Time frame

The evaluation is expected to be conducted according to the following time frame, with the Inception Phase commencing in February and the final report completed by end of May.

Task	Time frame
Inception Phase and Inception Workshop in Bangladesh (appx. 5 days)	February (in coordination with Humanitarian Action evaluation)
Conduct stage (data collection) including one visit to Bangladesh (appx. 8-10 days)	March
Reporting stage (analysis and presentation of preliminary findings) (with a potential country visit in April)	March/April
Final Report	May
Use and follow-up	June/July

The evaluators are expected to design and facilitate the following events:
1. Participatory inception workshop in Dhaka, Bangladesh (including refining evaluation uses, the evaluation framework, stakeholder map, and theories of change);
2. In-country exit brief for Evaluation Management Group at the end of each in-country visit;
3. Findings, validation and participatory recommendations workshop (online or pending resources in-country).

IX. Expected deliverables
This section describes the type of products (reports, briefs or other) that are expected from the evaluation, who will use them and how they will be used.

Deliverable (all deliverables are considered final after minimum 2 rounds of revision and based on UN Women quality criteria; all submissions should be in word, ppt or excel (no pdf's))	Time frame for submission
Rapid evaluability assessment (word document), inception workshop agenda and scoping interview guides	2 weeks prior to the inception workshop
Inception Workshop aide memoire (word document)	February - 1 week post workshop
Data collection tools	2 weeks post workshop
In-country exit brief for UN Women staff (PPT)	Last day of visit (March)
All completed interview/data forms	2 weeks post data collection
Preliminary findings presentation to ERG	March/April
Draft report (Word format - including minimum 3 rounds of revision)	April/May

Comment audit trail	May
Final report (word format using UN Women template)	May
Evaluation brief (using UN Women template)	May
Other learning products (Slide Doc, photo story, video, etc.)	May

All data collected through the evaluation is property of UN Women and the evaluation team must submit all completed data forms (i.e. interview notes, raw survey data, etc.) to the regional evaluation specialist while ensuring safe storage of data and respecting confidentiality. A model Evaluation Report will be provided to the evaluator based on the following outline. The regional evaluation specialist will quality assure the evaluation report. The draft and final evaluation report will be shared with the evaluation reference group, and the evaluation management group for quality review. The final report will be approved by the Regional Evaluation Specialist.

1) Title and opening pages
2) Executive summary
3) Background and purpose of the evaluation
4) Programme/object of evaluation description, context and stakeholder analysis
5) Evaluation objectives and scope
6) Evaluation methodology and limitations
7) Findings: relevance, effectiveness (normative, coordination, operational), efficiency, sustainability, and gender and human rights
8) Conclusions
9) Recommendations
10) Lessons and innovations
ANNEXES:
• Terms of reference
• Documents consulted
• Lists of institutions interviewed or consulted and sites visited (without direct reference to individuals)
• Analytical results and methodology related documentation, such as evaluation matrix
• List of findings and recommendations

X. Management of the evaluation

This evaluation will have the following management structures:
1. **Regional Evaluation Specialist** and UN Women CO Evaluation Focal Point for coordination and day-to-day management;
2. **Regional Evaluation Specialist** can be considered a member of the team as she will play an active role and participate in data collection and analysis with the evaluation team;
3. **Evaluation Management Group** for administrative support and accountability: Country Representative, M&E Focal Person, Regional Evaluation Specialist;
4. **Evaluation Reference Group** for substantive technical support: UN Women programme staff, National government partners, Development partners/donors, UNCT representatives, Civil Society.

The main roles and responsibility for the management of the evaluation reports are:

Evaluation team	1. To avoid conflict of interest and undue pressure, the members of the evaluation team need to be independent, implying that they must not have been directly responsible for the design, or overall management of the subject of the evaluation, nor expect to be in the near future. 2. Evaluators must have no vested interest and must have the full freedom to conduct their evaluative work impartially. They must be able to express their opinion in a free manner. 3. The evaluation team prepares all evaluation reports, which should reflect an agreed- upon approach and design for the evaluation from the perspective of the evaluation team, the evaluation manager and RES.
Evaluation manager (Regional Evaluation Specialist in coordination with CO Evaluation Focal Point)	1. Conducts a preliminary assessment of the quality of all products and comments for action by the evaluation team 2. Provides substantive comments on the conceptual and methodological approach and other aspects of the evaluation design 3. Manages logistics for the field mission 4. Initiates timely payment of the evaluation team 5. Coordinates feedback on the draft and final report from the regional evaluation specialist, management and reference groups 6. Maintains an audit trail of comments on the evaluation products so that there is transparency in how the evaluation team is responding to the comments
Evaluation management and reference groups (including the regional evaluation specialist)	1. Provide substantive comments and other operational assistance throughout the preparation of reports. 2. Where appropriate, participates in meetings and workshops with other key partners and stakeholders before finalization of reports.

To maximize stakeholder participation and ensure a gender-responsive evaluation, the evaluation manager should support the evaluator(s) during data collection in the following ways:
1. Consult partners regarding the evaluation and the proposed schedule for data collection
2. Arrange for a debriefing by the evaluator(s) prior to completion of data collection to present preliminary and emerging findings or gaps in information to the evaluation management group
3. Ensure the stakeholders identified through the stakeholder analysis are being included, in particular the most vulnerable or difficult to reach, and provide logistical support as necessary contacting stakeholders and arranging for transportation.
4. Ensure that a gender equality and human rights perspective is streamlined throughout the approach, and that the evaluator(s) is abiding by the ethical principles outlined below.

XI. Evaluation team composition, skills and experiences
UN Women is seeking to appoint a team of qualified individuals to undertake the evaluation. It should be noted that given the independent nature of the UN Women Regional Evaluation Specialist (who

reports directly to the UN Women Independent Evaluation and Audit Service) will play an active role as a co-team leader and participate in the evaluation design, data collection and analysis of information collected. The team leader is expected to have significant experience in designing and conducting gender responsive evaluation. The team is expected to consist of 2 evaluators:
- An International Team Leader
- A Local Evaluation Expert

UN Women is looking for applications from qualified individuals (independently for both the positions) and/or applications from qualified team(s) for this assignment.

The team is expected to be able to demonstrate evidence of the following capabilities:
- Experience in conducting gender-responsive evaluation
- Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods
- Experience in gender analysis and human-rights based approaches
- A strong record in designing and leading evaluations
- Data analysis skills
- Excellent ability to communicate with stakeholders
- Technical competence in the thematic areas to be evaluated
- Process management skills, including facilitation and communication skills
- Knowledge of the role of UN Women and its programming, coordination and normative roles at the regional and country level
- Language proficiency in English and ideally Bengali
- Country or regional experience in South Asia.

An interpreter/translator will be used from the existing LTA agreement on such services for the inception consultations, data collection during the field mission and translation of final report, as needed. Similarly, for formatting all reports, a communications LTA will be used.

Team Leader Qualifications

- Advanced university degree (Master's degree or equivalent) in social sciences including gender studies, international affairs, sociology, public policy, political science, public administration, economics, regional planning, or other relevant fields.
- At least 10 years of experience in conducting evaluations; A minimum of 5 years as evaluation team leader designing and leading evaluations
- Documented previous experience in conducting gender-responsive evaluations
- Extensive knowledge of, and experience in applying qualitative and quantitative evaluation methods including data analysis skills, experience using NVIVO an asset
- Knowledge of international normative standards on women's rights and gender mainstreaming processes
- Excellent ability to communicate with stakeholders including process management and facilitation skills
- Technical competence in the thematic areas to be evaluated
- Knowledge of the role of the United Nations System, preferably knowledge and experience with UN Women and its programming, coordination and normative roles at the regional and country level

- Language proficiency in English; language skills in Bengali an asset
- Country or regional experience in South Asia

The National Consultant must possess the following qualifications:
Education:
• University degree in sociology, international development, social sciences, or another related area

Experience:
- Minimum 5 years of professional experience on issues of inclusive and sustainable development including knowledge on GEEW issues, plus substantive involvement with several evaluation processes
- Technical knowledge in monitoring and evaluation
- Experience with human-rights based approaches required, experience with gender analysis a strong asset
- Experience with issues relating to Women, Peace and Security or peacebuilding a strong asset
- Process management skills, including facilitation and communication skills with stakeholders
- Data analysis skills, experience using NVIVO an asset
- **Language:** Fluent in English and Bengali both written and spoken

Both Consultants should have proven commitment to the core values of the United Nations, respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other**.**

XII. Ethical code of conduct

UN Women has developed a UN Women Evaluation Consultants Agreement Form for evaluators that must be signed as part of the contracting process, which is based on the UNEG Ethical Guidelines and Code of Conduct. These documents will be annexed to the contract. The UNEG guidelines note the importance of ethical conduct for the following reasons:

1. Responsible use of power: All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation.
2. Ensuring credibility: With a fair, impartial and complete assessment, stake- holders are more likely to have faith in the results of an evaluation and to take note of the recommendations.
3. Responsible use of resources: Ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that the investment in the evaluation will result in improved outcomes.

The evaluators are expected to provide a detailed plan on how the following principles will be ensured throughout the evaluation (see UNEG Ethical Guidance for descriptions) and how the WHO guidelines on researching violence against women will be employed: 1) Respect for dignity and diversity; 2) Right to self-determination; 3) Fair representation; 4) Compliance with codes for vulnerable groups (e.g., ethics of research involving young children or vulnerable groups); 5) Redress; 6) Confidentiality; and 7) Avoidance of harm.

Specific safeguards must be put in place to protect the safety (both physical and psychological) of both respondents and those collecting the data. These should include:

1. A plan is in place to protect the rights of the respondent, including privacy and confidentiality
2. The interviewer or data collector is trained in collecting sensitive information, and if the topic of the evaluation is focused on violence against women, they should have previous experience in this area and develop a guide for employing WHO guidelines on researching violence against women
3. Data collection tools are designed in a way that are culturally appropriate and do not create distress for respondents
4. Data collection visits are organized at the appropriate time and place to minimize risk to respondents
5. The interviewer or data collector can provide information on how individuals in situations of risk can seek support

The evaluation's value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation.

The evaluator(s) have the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator(s) must be protected from pressures to change information in the report.

Additionally, if the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct, UN Women procedures must be followed, and confidentiality be maintained.

The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated and appropriate action taken to achieve accountability.

The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating it.

More information can be provided by the Evaluation Manager if required.

Application process

The team may apply together or separately. The application requires:

1. Methodological proposal identifying key steps the evaluation team will take to initiate scoping the evaluation and initial thoughts on timeframe for data collection, analysis and reporting based on adaptations of the UN Women Country Portfolio Evaluation guidance (no longer than 10 pages). (*Required for Team Leader*)
2. Budget proposal – separately indicating daily fee (all communication costs to be included in daily fee) and travel costs for two visits to Dhaka, Bangladesh (one appx. 5 days, the other 8-10 days) (travel costs should separately list an estimate for airfare (some in-country travel will take place), local transportation and DSA).

3. CV and UN Women P-11 form
4. Published evaluation reports in English (***required for team leader***)
5. Samples of written reports in English (***required for team member***)

Annex 1 UN Women GERAAS evaluation quality assessment checklist

https://genderevaluation.unwomen.org/-/media/files/un%20women/gender%20evaluation/handbook/tool%2014%20-%20geraas%20evaluation%20report%20quality%20assessment%20checklist.docx?la=en

Annex 2 UN Women Evaluation Consultants Agreement Form

https://gate.unwomen.org/resources/docs/SiteDocuments/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf

Annex 3 UNEG Norms and Standards for evaluation⌈L⌉ₛₑₚ

http://www.unevaluation.org/document/detail/1914

Annex 4 UN Women Evaluation Handbook and Country Portfolio Evaluation Guidance

https://genderevaluation.unwomen.org/en/evaluation-handbook

https://genderevaluation.unwomen.org/en/evaluation-handbook/country-portfolio-evaluation-guidance

Annex 5 Resources for data on gender equality and human rights
- UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights Index: http://uhri.ohchr. org/en
- UN Statistics – Gender Statistics: http://genderstats.org/
- UNDP Human Development Report – Gender Inequality Index: http://hdr.undp.org/en/content/gender-inequality-index-gii
- World Bank – Gender Equality Data and Statistics: http://datatopics.worldbank.org/gender/
- Organisation for Economic Co-operation and Development (OECD) Social Institutions and Gender Index: http://genderindex.org/
- World Economic Forum – Global Gender Gap Report: https://www.weforum.org/reports/the-global-gender-gap-report-2017
- A listing of UN reports, databases and archives relating to gender equality and women's human rights can be found at: http:// www.un.org/womenwatch/directory/statistics_and_indicators_60.htm