

**Terms of Reference
Programme Presence Portfolio
Evaluation
UN Women
Asia and the Pacific**

Terms of Reference

UN Women Programme Presence Portfolio Evaluation, Asia and the Pacific

I. Background

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) was created in January 2011 with the goal of contributing to the achievement of gender equality and women's empowerment. The work of UN Women is framed by the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), 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 Sustainable Development Goals; UN Security Council resolutions on women, peace and security and on sexual violence in conflict¹; 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. UN Women has an integrated mandate focused on:

- **Normative work:** to support inter-governmental bodies, such as the Commission on the Status of Women (CSW) and the General Assembly, in their formulation of policies, 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 General Assembly adopted a landmark resolution on the repositioning of the UN development system on 31 May 2018 that has been described by Secretary-General António Guterres as "the most ambitious and comprehensive transformation of the UN development system in decades" representing the beginning of a "new era".² General Assembly the reform effort will include a comprehensive policy review of operational activities for development as well as the general guidelines and principles of the UN system. resolution 72/279 intends to identify opportunities for UN operational activities to better support countries in implementing the 2030 Agenda for Sustainable Development. T

¹ 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).

² United Nations, Department of Public Information, "Adopting Landmark Text on Repositioning United Nations Development System, Speakers in General Assembly Hail New Era of Multilateral Support for Country Priorities". GA/12020, 31 May 2018, <https://www.un.org/press/en/2018/ga12020.doc.htm>

The UN Women regional architecture was designed to bring capacity closer to the field, empower UN Women staff at the field level, reduce transaction costs arising from multiple layers of oversight, better distinguish higher level programmatic and operational oversight and global policy work at headquarters from the day-to-day oversight and support in the field, and improve UN Women's overall relevance, efficiency and effectiveness.³ The regional architecture currently consists of Regional Offices (RO), Multi-country offices (MCO), Country Offices (CO) and Programme Presence (PP)⁴.

This Programme Presence Portfolio Evaluation (PPPE) uses the Regional Office for Asia and the Pacific (ROAP) Strategic Note (SN) 2014-2018 as the main reference document for UN Women's support to PP work. The ROAP directly oversaw 24 PP offices during the SN period, of which nine are the focus of this evaluation: Bhutan, China, Indonesia, Lao People's Democratic Republic (PDR), Maldives, Myanmar, Philippines, Sri Lanka, and Thailand. Several offices are currently transitioning to a Country Office (CO) presence, including India, Indonesia, China, and Myanmar. The ROAP has already begun to support the PP countries of Bhutan and Sri Lanka and will likely soon support Maldives as the India MCO transitions to a CO.⁵ The 15 other PP are Pacific islands overseen by the Fiji MCO and are not included in this evaluation.

The 2014-2018 ROAP SN was amended in 2016 and extended to December 2018 in order to allow for better alignment to UN Women's new Strategic Plan and agreement with the regional architecture. The new ROAP SN is expected to begin implementation on 1 January 2019 and be closely linked to the UN Women Global Strategic Plan 2018-2021⁶, as well as national development plans and United Nations Development Assistance Frameworks (UNDAF) or United Nations Partnership Frameworks (UNPAF) at the country level. The ROAP supports the following interdependent and interconnected outcomes outlined in UN Women's Strategic Plan 2018-2021:

1. Women lead, participate in and benefit equally from governance systems
2. Women have income security, decent work and economic autonomy
3. All women and girls live a life free from all forms of violence
4. 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

While ROAP's triple mandate (normative, coordination and operational) is dedicated to supporting all UN Women strategic priorities, based on budget allocation, PP offices in the region have a focus on Ending Violence Against Women (EVAW) and Women, Peace, and Security (WPS). Despite the status of "Programme Presence" in these countries, UN Women serves as an official member of the UN Country Team (UNCT) in some offices,

³ UN Women. 2016. "Strengthening Organizational Structure for Delivering Gender Equality Results: Corporate Evaluation of the Regional Architecture of UN Women". UNW/2016.

⁴Countries where UN Women does not have a representative presence yet, but where the needs for GEEW programming are apparent. In most cases, these were also countries where UNIFEM had programming.

⁵ UN Women. 2017. "UN Women ROAP Strategic Note Report 2018 - AWP Cover Note". UNW/2017.

⁶ United Nations Entity for Gender Equality and the Empowerment of Women. Strategic Plan. August 2017. UNW/2017/6/Rev.1

while providing varied levels of engagement as an unofficial member in others, ranging from strengthening gender mainstreaming across thematic groups to leading the interagency gender thematic group.

The situation of women varies across the PP countries covered under the ROAP. Detailed country background information will be provided by the UN Women ROAP and MCO to the selected evaluator.

The region has experienced high and enduring rates of economic growth and consolidated international geo-political and economic influence, largely fed by foreign and private sector investment and export-led strategies. However, overall economic growth and reductions in poverty throughout the region have not been matched by an increased availability of decent work and economic opportunities for women, despite significant progress in women's educational achievements over the last two decades.⁷

Of the nine countries covered by this evaluation, seven are lower middle-income countries (Bhutan, Indonesia, Lao PDR, Maldives, Myanmar, Philippines, and Sri Lanka), with poverty rates ranging from 11 percent to 25 percent, and two are upper middle-income countries (China and Thailand), with Thailand reporting a comparatively lower poverty rate of 10.5 percent^{8,9} and China reporting a poverty headcount ratio¹⁰ at \$1.90 a day of 1.4 percent.¹¹

Deeply entrenched socio-cultural values and practices limit women's access to land, technology, and credit, keeping most working women confined to vulnerable employment at the margins of economies. The participation rate of women in the labour force remains low, at 48 percent,¹² earning only 54 to 90 percent of what men are paid.¹³ Up to 70 percent of the regional population lacks reliable access to good-quality and affordable health-care services and only 30 percent of all persons with disabilities have enough income for self-support.¹⁴

Violence against women is widespread with intimate partner violence being the most common yet under-reported form. Prevalence of intimate partner violence in the

⁷ UN Women. 2017. "UN Women ROAP Strategic Note Report 2018 - AWP Cover Note". UNW/2017.

⁸ The World Bank Group. 2016. The World Bank Data Catalogue. Washington, D.C. The World Bank (producer and distributor). <https://data.worldbank.org/>

⁹ UNDP. 2014. Human Development Report. UNDP/2016.

¹⁰ Poverty Headcount Ratio (HCR) reported by the World Bank Group represents the percentage of the population living below the national poverty lines. National estimates are based on population-weighted subgroup estimates from household surveys compiled from official government sources or computed by World Bank staff using national (i.e. country-specific) poverty lines.

¹¹ The World Bank Group. 2016. The World Bank Poverty and Equity Data Portal. Washington, D.C. The World Bank (producer and distributor). <http://povertydata.worldbank.org/poverty/country/CHN>

¹² UN ESCAP. 2017. "Regional Road Map for Implementing the 2030 Agenda for Sustainable Development in Asia and the Pacific". UN ESCAP/2017/7.

¹³ UN Women. 2015. "Amended Strategic Note; Regional Office for Asia and the Pacific 2016-2017". UNW/2015.

¹⁴ UN ESCAP. 2017. "Regional Road Map for Implementing the 2030 Agenda for Sustainable Development in Asia and the Pacific". UN ESCAP/2017/7.

region ranges from 6.1 percent to 67.6 percent.^{15,16} Women face many barriers in accessing justice and essential services, including broad cultural acceptance, inadequate resources for multi-sectoral responses, and impunity for abusers.

The significant movement of women migrants within and between ROAP countries is fuelled by uneven development and inequalities. These migrants often engage in precarious and unregulated work without proper legal protection, facing what UN Women analyses have cited as extreme exploitation.¹⁷

About one-third of all those living with HIV in the region are women. Research shows these women live with higher instances of forced abortion and sterilization, denial of property rights, and physical violence.¹⁸ Although funds dedicated to HIV are dwindling, the evolving nature of HIV epidemics demands comprehensive approaches that address prevention, treatment and support services.

Regional stability is increasingly threatened by the effects of climate change and natural disasters. The Asia-Pacific region accounted for almost 60 percent of the total global deaths and 45 percent of total economic damage caused by natural disasters between 2005-2017.¹⁹ As a result, increasing demand for resources dedicated to humanitarian actions and risk mitigation efforts have forced governments to divert attention and funding away from social protection and economic development priorities.²⁰

With a range of political arrangements - democracies, monarchies, dictatorships, single-party states - governance in all the countries under the scope of this evaluation have a highly centralized decision-making structure and minimal political representation by women. National gender machineries are present within all countries but lack requisite authority, capacity, funding, or influence to coordinate and monitor gender mainstreaming effectively. Several recent policy steps have been taken towards advancing equality in many countries, however greater efforts are required to enhance accountability and translate commitments into implementation.²¹

II. Description of the programmes

¹⁵ UN Women. 2015. "Amended Strategic Note; Regional Office for Asia and the Pacific 2016-2017". UNW/2015.

¹⁶ Asian Development Bank and UN Women. 2018. "Gender Equality and the Sustainable Development Goals in Asia and the Pacific: Baseline and Pathways for Transformative Change by 2030".

¹⁷ UN Women. 2015. "Amended Strategic Note; Regional Office for Asia and the Pacific 2016-2017". UNW/2015.

¹⁸ *ibid.*

¹⁹ UN ESCAP. 2017. "Regional Road Map for Implementing the 2030 Agenda for Sustainable Development in Asia and the Pacific". UN ESCAP/2017/7.

²⁰ UN Women. 2015. "Amended Strategic Note; Regional Office for Asia and the Pacific 2016-2017". UNW/2015.

²¹ *ibid.*

The total 2018 planned budget (including non-core and to be mobilized funds) of the nine PP countries included in the evaluation is USD \$10,274,498. The two largest thematic areas by budget are WPS (USD \$6,787,682) and EVAW (USD \$2,706,169), amounting to 66 percent and 26 percent of the budget, respectively.

2018 Budget (USD)²²

ROAP	Country	Core	Non-Core Available	Non-Core To Be Mobilised	Total Resources
	China	\$189,600	\$824,324	\$357,413	\$1,371,337
	Indonesia	\$385,350	\$1,557,251	\$448,000	\$2,390,601
	Lao PDR	\$103,000	\$335,000	\$95,000	\$533,000
	Myanmar	\$27,000	\$1,438,037	\$2,342,314	\$3,807,351
	Philippines	\$40,000	\$886,076	\$40,000	\$966,076
	Thailand	\$96,000	\$218,436	\$150,000	\$464,436
				ROAP Total:	\$9,532,801

India MCO		Core	Non-Core Available	Non-Core To Be Mobilised	Total Resources
	Bhutan	\$128,088	\$0.00	\$0.00	\$128,088
	Maldives	\$27,600	\$0.00	\$0.00	\$27,000
	Sri Lanka	\$102,000	\$484,609	\$0.00	\$586,609
				India MCO Total:	\$741,697

As noted in the 2016 Regional Architecture evaluation, the work of PP countries was meant to be focused on the implementation of operational work, however, in practice, PP offices are involved in responding to the integrated three mandates of UN Women.²³ As part of a preliminary portfolio analysis, key stakeholders have been identified. An analysis of key duty bearers and rights holders will be reviewed and updated by the evaluation team as part of the inception phase.

In line with UN Women’s commitment to Results Based Management, a Development Results Framework (DRF) was developed with performance indicators for the ROAP and each PP develops a DRF as part of their Annual Work Plan. While the DRFs include basic assumptions, a full theory of change will need to be reconstructed by the evaluation team through a participatory process in the countries chosen for in-depth analysis. The SN also includes an Organisational Effectiveness and Efficiency Framework (OEEF) with performance indicators, which the evaluation is expected to use to assess organizational performance.

The nine UN Women PP offices in this evaluation operated in 2018 with staffs ranging from eleven people (Indonesia) to just one person (Bhutan and Maldives). A total of four international staff are based in-country, ranging from a P5 staff member

²² Budget reflects 2018 OEEF; Does not include No Cost Implication funds.

²³ UN Women. 2016. “Strengthening Organizational Structure for Delivering Gender Equality Results: Corporate Evaluation of the Regional Architecture of UN Women”. UNW/2016.

(Indonesia) whose goal is to help manage the transition to a CO, to one newly established international project staff at P3 level (Philippines).

2018 Staff

ROAP	PP Country	International Staff	National Staff	Consultants/ JPO	UN Volunteers	Interns	Total Staff
	China	1	3	-	-	1	5
	Indonesia	2	8	1	-	-	11
	Lao PDR	-	3	1	1	1	6
	Myanmar	1	4	-	-	-	5
	Thailand	-	2	2	-	-	4
	Philippines	1	3	-	-	2	5
India MCO		International Staff	National Staff	Consultants	UN Volunteers	Interns	Total Staff
	Bhutan	-	1	-	-	-	1
	Maldives	-	1	-	-	-	1
	Sri Lanka	2	3	-	1	-	6

III. Evaluation Purpose and Use

Evaluation in UN Women is guided by key 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 2018-2021 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 and Standards for Evaluation²⁴ and Ethical Guidelines.²⁵

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

This PPPE is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level through Programme Presence. Given the unique moment within the organization for defining country presence, this evaluation will also have a focus on organizational effectiveness.

²⁴ UNEG, "Norms and Standards for evaluation", 2016, available online at: <http://www.unevaluation.org/document/detail/1914>.

²⁵ UNEG, "Ethical guidelines", 2008, available online at: <http://www.unevaluation.org/document/detail/102>.

This PPPE is being primarily commissioned by the ROAP as a formative (forward-looking) evaluation to support the ROAP's strategic learning, as the PPPE intends to support decision-making for the next Strategic Note, being drafted in 2018. The evaluation is expected to have a secondary summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience. The evaluation also seeks to provide insights on the strategic direction for UN Women PPs within the context of the repositioning of the UN development system as adopted by the General Assembly resolution 72/279 on 31 May 2018.²⁶

It is a priority for UN Women that the PPPE 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 the ROAP and PP country staff and their key stakeholders. Headquarters units may be interested in reviewing the evaluation as input to the development of country presence criteria.

Primary intended uses of this evaluation are:

- a. Learning and improved decision-making to support the development of the next SN 2019-2021;
- b. Accountability for the development effectiveness of UN Women's contribution to gender equality and women's empowerment; and
- c. Capacity development and mobilisation of national stakeholders to advance gender equality and the empowerment of women.

A secondary purpose of this evaluation is to provide insights on methodological approaches for evaluating UN Women's work in programme presence context. The UN Women Independent Evaluation Service will use these insights for adapting evaluation guidance.

IV. Evaluation Objectives

The evaluation has the following specific objectives:

1. Assess the relevance of UN Women contribution through programme presence at national levels and alignment with international and regional 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 through programme presence.
3. Assess the added value of UN Women presence in country, and support UN Women to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment within the region.
4. Analyse how a human rights approach and gender equality principles are integrated in the design and implementation of UN women's work.

²⁶ United Nations General Assembly, *Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system*, A/Res/72/279 (31 May 2018), available from <http://undocs.org/a/res/72/279>

5. Identify and validate lessons learned, good practices and examples of innovation that supports gender equality and human rights.
6. Provide actionable recommendations with respect to programme presence and ROAP support to PP's within the context of the next UN Women ROAP Strategic Note.

The evaluation will apply four OECD/DAC evaluation criteria: relevance, effectiveness (including normative, and coordination mandates of UN Women), efficiency, and sustainability, in addition to leveraging 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 further refined by the evaluation team during the inception phase:

Key Criteria	Sub Criteria	Key Questions / sub questions
Relevance	Strategic positioning	<p>Are the interventions achieving synergies within the UN Women portfolio at both regional and country levels and how has this evolved over time?</p> <p>What is the added value of programme presence for UN Women's work in the region?</p> <p>What is UN Women's collaborative advantage compared to other UN entities and key partners and strategic positioning with respect to SDGs (in particular Goal 5)?</p>
	Alignment	Is the portfolio aligned with national policies and international human rights norms and responsive to the evolution of development challenges and the priorities in national strategies, or significant shifts due to external conditions?
	Context	Is the choice of interventions most relevant to the situation in the target thematic areas?
	Partnerships	<p>Is the choice of partners most relevant to the situation of women and marginalised groups (are non-traditional partners e.g. men and boys, faith based organizations, engaged)?</p> <p>Are existing partnerships working?</p>
Efficiency	Organisational Efficiency	<p>To what extent does the UN Women management structure support efficiency for implementation (are the PP / RO mutually beneficial relationships)?</p> <p>Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?</p>
	Mobilising and managing resources	How has the changing funding landscape affected the work of the PPs? What is the minimum investment needed to maximize results?

		<p>To what extent are cost-sharing or joint working modalities supporting efficiency of PP work?</p> <p>What are the risks involved with programme presence? Do the benefits outweigh/risks?</p>
	Culture of Results	Have a Results Based Management system and capacities for supporting this been established and implemented (i.e. adequate baseline data, results and performance indicators, and monitoring systems)?
	Knowledge management and communication	Are UN Women's knowledge management and communications capabilities and practices relevant to the needs of the portfolio and partners? Is there south-south exchange and learning facilitated by the RO?
Effectiveness	Programme	<p>To what extent have planned outputs been achieved on time?</p> <p>Are interventions contributing to the expected outcomes? For who? What has UN Women's contribution been to the progress of the achievement of outcomes?</p> <p>What unexpected outcomes (positive and negative) have been achieved? For who?</p> <p>What are the main enabling and hindering factors to achieving planned outcomes?</p>
	UN Coordination	What contribution is UN Women making to UN coordination on GEEW? Which roles is UN Women playing in this field?
	Normative	<p>To what extent have lessons learned been shared with or informed global and national normative work?</p> <p>What contribution is UN Women making to implementing global and national norms and standards for gender equality and the empowerment of women?</p>
Sustainability	Capacity development	To what extent was capacity developed to ensure sustainability of efforts and benefits?
	National Ownership	<p>How did UN Women design to scale-up coverage and effects of its interventions?</p> <p>Did UN Women use and capitalise upon pilot/catalytic initiatives?</p>
Human Rights and Gender Equality	Addressing structural causes of gender inequality	<p>Is the portfolio addressing the root causes of gender inequality?</p> <p>To what extent is the portfolio changing the dynamics of power in relationships between different groups?</p> <p>Has the portfolio been implemented according to human rights and development effectiveness principles:</p> <ol style="list-style-type: none"> Participation/empowerment Inclusion/non-discrimination National accountability/transparency

As part of the inception phase, 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 expected 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 will 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, using 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)

The evaluation will assess 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 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 PPPE is intended to systematically and independently assess both the performance and lessons as the ROAP approach the end of the current SN.

The period covered by the evaluation will be 2014 through September 2018, in line with the SN period. The suggested in-depth country focus is countries that are not currently in the pipeline to become a CO (Thailand, Lao PDR, and Philippines), that also have similarity in thematic programming (WPS and ERAW) and are in the same sub-regional grouping. However, the evaluator will develop clear criteria during the inception phase based on desk review and consultations with staff to finalize the country selection. Although the focus will be on the thematic areas, the PPPE will include all activities undertaken by these programme presence countries during the period of the SN, including support to normative, policy and UN coordination.

Several PP offices are currently transitioning to CO presence: Indonesia, China and Myanmar; while India MCO will become a CO and the PP countries Bhutan, Sri Lanka and Maldives will move under the ROAP. Therefore, the evaluation will analyse these cases through an organizational effectiveness lens with a view to distil lessons learned and implications for the ROAP during the next SN period. They will be included in the portfolio analysis and a limited number of interviews with key stakeholders identified through stakeholder analysis that will be undertaken.

Given resource constraints, the evaluation will not consider impact (as defined by UNEG), as it is considered too premature to assess and it is presumed based on previous evaluative evidence of UN Women programming that adequate baseline data are unavailable.²⁷

The evaluation team is expected to establish 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 phase.

UN Women organisational structures (such as regional architecture) will be considered within the evolving context of UN Women organizational restructuring and UN reform.

²⁷ UN Women Independent Evaluation Office. 2016. "What can we learn from UN Women evaluations? A meta-analysis of evaluations managed by UN Women in 2016". UNW/2016.

Joint programmes and programming is 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.

The evaluation is expected to analyse the contributions of UN Women within the context of the main cultural, religious, political, social and economic differences and national priorities between the different countries covered by the evaluation.

The evaluation team is expected to undertake a rapid evaluability assessment in the inception phase, which will contribute to refining the scope. This should include the following:

1. For the countries chosen for in-depth analysis (Thailand, Lao PDR, and Philippines), 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 during the in-country visit;
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; and
4. Ensuring familiarity with accountability and management structures for the evaluation.

The evaluation is expected to face the following logistical constraints: limited institutional memory due to staff turnover; possible political sensitivity around UN activities; and limited time in-country for visits.

Where these constraints create limitations in the data that can be collected, these limitations should be understood, and the generalization of 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.

VI. Evaluation design

The evaluation will use a theory-based²⁸ cluster design²⁹. The performance of the portfolio will be assessed according to the theory of change stated in the SN 2014-2018. To achieve sufficient depth, the evaluation will cluster programming, coordination, and policy activities of the countries of focus around the common thematic areas/flagship programmes: EAW and WPS. Following a realist evaluation

²⁸ 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.

²⁹ A cluster evaluation assesses a large number of interventions by 'grouping' similar interventions together into 'clusters' and evaluating only a representative sample of these in depth.

approach, 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 within which contexts³⁰.

The evaluation will apply a **gender-responsive** approach to assess the contribution of UN Women to development effectiveness. An adapted outcome mapping/harvesting approach³¹ is suggested for the in-country visits. 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 will undertake a desk-based portfolio analysis of all nine PP countries that will include a chronology of the PPs work in country, financial and staff data, synthesis of secondary results data for the respective country's most recent AWP DRF and OEEF, and linkages with the ROAP SN. A detailed stakeholder analysis identifying duty bearers and rights holders will also be part of the portfolio analysis. 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 in the in-depth countries of focus.

The evaluation is expected to reconstruct the theories of change using a participatory process during the inception phase. This should be critiqued based on feminist and institutional analysis.

The evaluation will 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 methods should include a wide range of data sources, including: documents, field observation, 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 (see below for examples).

The use of participatory analysis, video, photography or other methods are particularly encouraged as means to include rights holders as data collectors and

³⁰ Realist evaluation is a theory-driven approach that asks the following question: "What works, for whom, in what respects, to what extent, in what contexts, and how?" Developed by Pawson and Tilley (1997). Realist evaluation assesses the context and mechanisms that leads to outcomes.

³¹ Earl, S., Carden, F., and T. Smutylo. 2001. "Outcome Mapping, Building Learning and Reflection into Development Programs". IDRC 2001. See also: www.outcomemapping.ca.

interpreters. The evaluator should detail a plan on how protection of participants and respect for confidentiality will be guaranteed.

The evaluation may decide to use the following data collection tools:

- (Group) Interviews
- Outcome mapping/harvesting workshop
- Survey
- Secondary document analysis
- Observation
- Multimedia (photography, drawing)
- Others

The evaluator should take measures to ensure data quality, the 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 PP portfolio.

The evaluation is expected to develop a purposive sampling design based on criteria defined by the evaluation team in consultation with the reference group. It is proposed that the evaluation will use a sampling unit based on countries and Strategic Plan Goals (thematic areas). The primary interventions undertaken during the SN period 2014-2018 by three of the PP countries proposed for in-depth analysis have been mapped into the below table. Interventions have been selected based on preliminary country profiles, but will need to be validated during the inception phase.

Work Cluster	Lao PDR	Philippines	Thailand
<i>Leadership</i>			Comprehensive survey on women’s political leadership and participation at the national and local levels to establish baseline data for SDG 5
<i>Economic Empowerment</i>	<p>“Economic Empowerment of Women Market Vendors in Lao PDR Project”</p> <p>Joint IOM programme: “Poverty Reduction through Safe Migration, Skills Development and Enhanced Job Placement (The Promise Project)”</p>		<p>Joint IOM programme: “Poverty Reduction through Safe Migration, Skills Development and Enhanced Job Placement (The Promise Project)”</p> <p>Collaborate on “Developing Regional Catalysts on Women’s Economic Empowerment between ASEAN and UN Women” initiative with the</p>

	Technical support for: “Enhancing results of Unexploded Ordinances (UXO) Lao programs by promoting gender equality and women’s empowerment “		Department of ASEAN Affairs, and the Ministry of Foreign Affairs of the Royal Government of Thailand
<i>Ending Violence</i>	<p>Village Mediation Unit (VMU) training and links to national legal framework in coordination with the Ministry of Justice</p> <p>Joint ILO programme “Safe and Fair: Realizing Women Migrant Workers’ Rights and Opportunities in the ASEAN Region”</p> <p>Technical assistance and capacity building on development of new coordination mechanism for GBV response, EVAW, and the Essential Service Package.</p>	<p>Joint ILO programme “Safe and Fair: Realizing Women Migrant Workers’ Rights and Opportunities in the ASEAN Region”</p> <p>Safe Cities (Phase II), including mobilisation of grassroots Safe Cities Task Forces</p>	<p>Joint ILO programme “Safe and Fair: Realizing Women Migrant Workers’ Rights and Opportunities in the ASEAN Region”</p> <p>Lead the development of a national EVAW/GBV Survey</p>
<i>Peace and Security and humanitarian action</i>		<p>Access to Justice Regional Programme</p> <p>Preventing Violent Extremism</p> <p>Technical assistance and capacity development for preventing violent extremism through the “Gender-Sensitive Transitional Justice” and “Support of Implementation of the Bangsamoro Peace Agreement” projects</p> <p>Implementation of UNSCR 1325 and National Action Plan on Women, Peace & Security</p>	<p>Technical Support on the roll-out and localization of the Measure and Guideline on Women, Peace and Security</p> <p>Empower capacities on women’s leaders and women’s networks in conflict affected areas to build peaceful, cohesive and resilient communities</p>
<i>Governance</i>		Technical assistance and capacity building on development of the Philippines Development Plan (2017-2022)	Access to Justice (national project)

<i>UN Coordination (UNCT / GTG)</i>	Chairs Gender Theme Group Leads 2018 UNCT CEDAW reporting	Member of UNCT Leads UNCT CEDAW reporting	Chairs Gender Theme Group Implementation of the UNPAF Co-chair SDG Results Group on Peace and Governance
<i>Normative Support</i>	Technical support to development of National Plan of Action on Gender Equality 2016-2020 and National Strategy for Gender Equality 2016-2025 Support the government in CEDAW Reporting on the combined 8 th and 9 th periodic reports of Lao PDR	Advocacy and training on Promoting a Gender-Sensitive Transitional Justice Agenda to government, civil society, security sector and academic partners.	Support the government in CEDAW implementation and follow-up on Concluding observations on the combined sixth and seventh periodic reports of Thailand

VII. Stakeholder participation

The evaluators are expected to discuss during the Inception Workshop how the process will ensure participation of stakeholders at all stages, with an emphasis on rights holders and their representatives:

1. Design (inception phase);
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.

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

VIII. Time frame and expected deliverables

The evaluation is expected to be conducted between July and November 2018. Ideally the preliminary findings will be ready to feed into the ROAP SN 2019-2022, which will be finalized in September.

The evaluators are expected to design and facilitate the following events:

1. Online participatory inception workshop (including refining evaluation uses, the evaluation framework, stakeholder map, and theories of change);
2. In-country oral briefing on the evaluation process;
3. In-country exit briefing;
4. Online findings, validation and participatory recommendations workshop.

	Deliverable	Activities	Person responsible	Time frame for submission
1	9 individual country portfolio of PP countries	Systematization of country data (results reporting, financial, staff, etc.); mapping of stakeholders; and evaluability assessment; desk based document review with skype interviews as necessary	<i>Junior Evaluator</i>	2 weeks after signing contract
2	Draft Inception presentation (Slide Doc) and delivery of online inception workshop	Slide Doc presentation outlining the approach of the evaluation and visual theories of change, based on deliverable 1, document review, skype interviews as necessary and discussions with the Evaluation Manager; and delivery of online inception workshop.	Team Leader	2.5 weeks after signing contract
3	Inception phase final approach (slide doc) + data collection tools (word format)	Considering feedback from workshop; and final data collection tools (word format/online survey)	Team Leader <i>Junior Evaluator</i>	2 days after workshop
4	Data collected (interview/FGD/workshop notes; survey report; observation notes, etc) and in-country debriefing ppt's	In-country visits by Evaluation Team Leader to Philippines & Thailand [Lao PDR may be covered by the Evaluation Manager] All interview/FGD notes; workshop; survey data; observation notes, etc. must be submitted to UN Women Debriefing ppt developed in country based on preliminary analysis of primary data collected in-country and portfolio analysis in PPT format Skype interviews; other data collection methods agreed	Team Leader <i>Junior Evaluator</i>	With preliminary findings presentation

		upon in inception presentation (i.e. survey, etc.)		
5	Preliminary findings presentation (including analytical tables in excel format (or other output format based on software))	Power point or slide doc presentation synthesizing the data collected (triangulation of results of the portfolio analysis; in-country visits; and skype interviews; and other methods).	Team Leader <i>Junior Evaluator</i>	2 weeks after country visits
6	Draft report Word format (including min. 2 rounds of revision) including tables used for analysis	The draft report will incorporate feedback from the preliminary findings presentation; all final interview notes, tables/spreadsheets used for analysis must also be submitted (including final analytical tables in excel format (or other output format based on software)); format of the report should follow below proposal.	Team Leader (reference group feedback – evaluation manager)	1 week after the preliminary findings presentation
7	Comment audit trail (table to be provided)	All feedback provided by EMG, ERG and how evaluation team has responded will be presented in the table format provided by UN Women.	<i>Junior Evaluator</i> (reference group feedback – evaluation manager)	Upon submission of the final report
8	Final report & Evaluation Brief	Final report & Evaluation Brief in word doc and PDF formats with infographics and using UN Women template based on Branding Guidelines (to be provided) and UN Editorial Manual (any other communication products that are proposed by evaluation team); all photos used must adhere to UN Women policy.	<i>Junior Evaluator</i> Team Leader	November
9	Methodological Note on applying CPE approach to Programme Presence	A brief note on lessons learned from applying the adapted MCPE approach to the Programme Presence will be drafted for the Independent Evaluation Service use	Team Leader	2 weeks post completion of final report
	TOTAL Days		<i>Junior Evaluator</i> Team Leader	

All data collected by the evaluator must be submitted to the evaluation manager in word or excel formats and is the property of UN Women. Proper storage of data is essential for ensuring confidentiality. A model Evaluation Report will be provided to the evaluator based on the outline found [here](#). Evaluation Report will also need to follow the United Nations Editorial Manual, which can be found [here](#). The Evaluation Manager (Regional Evaluation Specialist) will quality assure the evaluation report against UN Women Evaluation Report Quality Assurance (See Annex 1). All products are subject to quality review; 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 evaluation management group. The main report will be a synthesis report looking at the programme presence portfolio, however, country specific findings, lessons and innovations will be presented in the report (perhaps through the use of boxes). The recommendations of the evaluation will be targeted to UN Women ROAP.

- 1) Title and opening pages
- 2) Executive summary
- 3) Background and purpose of the evaluation
- 4) Programme/object of evaluation description and context
- 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
- Country portfolio profiles
- List of findings and recommendations

X. Management of the evaluation

This evaluation will have the following management structures:

1. Regional Evaluation Specialist will manage the coordination and day-to-day management and contribute to collection of data and possibly contribute to analysis and writing;

2. Evaluation Management Group for administrative support and accountability: (A.I.) Regional Director, Monitoring and Reporting Specialist, Planning and Coordination Specialist;
3. Evaluation Reference Group for substantive technical support: UN Women programme staff (1 per in-depth country and 1 at ROAP from ERAW or WPS), National government partners, Development partners/donors, UNCT representatives.

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

- | | |
|---|--|
| Evaluation team | <ol style="list-style-type: none"> 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 products, which should reflect an agreed- upon approach and design for the evaluation from the perspective of the evaluation team, the evaluation manager / RES. |
| Evaluation manager | <ol style="list-style-type: none"> 1. Conducts a preliminary assessment of the quality of deliverables 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 in liaison with the country focal point 4. Contributes to data collection and analysis 5. Initiates timely payment of the evaluation team 6. Coordinates feedback on the draft and final report from management and reference groups 7. 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 |
| Country Focal Point | <ol style="list-style-type: none"> 1. Assist with logistical arrangements in-country including scheduling meetings with stakeholders and facilitating visit by the evaluation team |
| Evaluation management and reference groups (including the regional evaluation specialist) | <ol style="list-style-type: none"> 1. Provide substantive comments and other operational assistance throughout the preparation of reports with a view to identifying gaps, omissions and misinterpretations of data. 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 manager, evaluation management and reference groups
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 two qualified individual consultants to undertake the evaluation: **Team Leader and Junior Evaluator**. UN Women will directly contract a local consultant/ interpreter in the countries to be visited (Lao PDR, Thailand and the Philippines) as required.

The International team leader is expected to have significant experience in designing and conducting gender responsive evaluation. The team leader is responsible for the overall quality of the evaluation process and products. The team leader is expected to work together with the Junior Evaluator hired by UN Women under the Evaluation Manager's overall guidance. The Team Leader will undertake all in-country visits, including facilitation of workshops, interviews and other forms of data collection. S/he will be responsible for drafting all evaluation deliverables: the inception presentation, preliminary findings presentation, synthesis report, annexes, and evaluation brief, while abiding to quality standards, as set forth in the TOR.

The team leader is expected to be able to demonstrate evidence of the following:

1. Master's degree in a field of relevance for the evaluation (i.e. Social Sciences, Evaluation, international affairs)
2. At least 10 years of demonstrated experience in conducting gender-responsive evaluation
3. A strong record in designing and leading evaluations
4. Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods
5. Experience in gender analysis and human-rights based approaches
6. Data analysis skills
7. Excellent ability to communicate with stakeholders
8. Added asset is technical competence in the thematic areas to be evaluated
9. Evaluation process management skills, including workshop facilitation and communication skills
10. Demonstrated ability to synthesize data and write clearly and concisely in English is required.

11. Added asset is knowledge of the role of UN Women and its programming, coordination and normative roles at the regional and country level
12. Language proficiency in English
13. Country or regional experience in Asia and the Pacific is desirable.

The Junior Evaluator will be responsible for the desk-based portfolio analysis and may be involved in skype interviews, data analysis and report drafting. The Junior Evaluator is expected to be able to demonstrate evidence of the following capabilities:

1. Master's degree in a field of relevance for the evaluation (i.e. Social Sciences, Evaluation, international affairs)
2. At least 5 years of demonstrated experience in research, monitoring and/or evaluation
3. Experience in conducting gender-responsive evaluation an asset
4. Knowledge of, and experience in applying, qualitative and quantitative evaluation methods
5. Experience in gender analysis and human-rights based approaches an asset
6. Data analysis skills
7. Excellent ability to communicate with stakeholders
8. Added asset is technical competence in the thematic areas to be evaluated
9. Demonstrated ability to synthesize data and write clearly and concisely in English is required.
10. Added asset is knowledge of the role of UN Women and its programming, coordination and normative roles at the regional and country level
11. Language proficiency in English
12. Country or regional experience in Asia and the Pacific is desirable.

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, stakeholders 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): 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
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 so as to minimize risk to respondents
5. The interviewer or data collector is able to 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.

Application process

Interested consultants can submit the following documents to hr.bangkok@unwomen.org :

1. CV and [UN Women P11](#)
2. Short evaluation proposal (max 5 pages) based on TOR including plan for protecting evaluation participants and indicating availability/timeline for travel; and financial proposal based on each deliverable.
3. 2 sample evaluation reports (must be a sample where the applicant was directly responsible for writing a section)
4. 3 professional references

DEADLINE: 20th July 2018

Annex 1 UN Women GERAAS evaluation quality assessment checklist

- <http://www.unwomen.org/~media/headquarters/attachments/sections/about%20us/evaluation/evaluation-geraasmethodology-en.pdf>

Annex 2 UN Women Evaluation Consultants Agreement Form

- [UN Women Evaluation Consultants Agreement Form](#)
- [UNEG Ethical Guidelines and Code of Conduct.](#)

Annex 3 UNEG Norms and Standards for evaluation

- <http://www.unevaluation.org/document/download/2787>

Annex 4 UN Women Evaluation Handbook

- <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: <http://www.weforum.org/issues/global-gender-gap>
- 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