



EVALUATION REPORT

EVALUATION OF THE WOMEN'S RESILIENCE TO DISASTERS (WRD) PROGRAMME



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**UN Women Independent Evaluation,
Audit and Investigation Services**

Independent Evaluation Service

Bangkok, January 2026

ACKNOWLEDGEMENTS

The Independent Evaluation Service extends its sincere appreciation to all those who contributed to this evaluation of the Women's Resilience to Disasters (WRD) Programme. The evaluation team is grateful to the WRD Programme personnel, government partners, civil society organizations, community representatives and technical experts across global, regional and country levels for generously sharing their time, insights and experiences. We also thank the members of the Evaluation Reference Group for their valuable guidance and reflections throughout the process. Finally, we acknowledge the leadership and oversight provided by the Independent Evaluation Service of the Independent Evaluation, Audit and Investigation Services, whose support ensured the quality, rigor and independence of this evaluation.

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Cover Photo: UN Women, Fiji MCO, WRD Comms/Talei Tora

ACRONYMS AND ABBREVIATIONS

CEDAW Convention on the Elimination of all Forms of Discrimination Against Women

DFAT Department of Foreign Affairs and Trade of the Government of Australia

DRR Disaster Risk Reduction

IEAIS Independent Evaluation, Audit and Investigation Services

IES Independent Evaluation Service

LGBTIQ+ Lesbian, Gay, Bisexual, Transgender, Intersex and Queer

NGO Non-Governmental Organization

SDG Sustainable Development Goals

SOGIESC Sexual Orientation, Gender Identity, Gender Expression and Sex Characteristics

UN United Nations

UNDP United Nations Development Programme

UNDRR United Nations Office for Disaster Risk Reduction

UNFPA United Nations Population Fund

UN Women United Nations Entity for Gender Equality and the Empowerment of Women

WRD Women's Resilience to Disasters

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EXECUTIVE SUMMARY

EVALUATION OF THE WOMEN'S RESILIENCE TO DISASTERS (WRD) PROGRAMME

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The final evaluation of the Women's Resilience to Disasters (WRD) Programme was conducted by UN Women's Independent Evaluation Service (IES) of the Independent Evaluation, Audit and Investigation Services (IEAIS). The evaluation assessed the programme's achievements and challenges from 2021 to 2025 across global, regional (Pacific) and country levels, with a focus on Pacific Island countries. This summary provides key highlights on the evaluation and outlines its key findings, conclusions and recommendations.

Background

The Women's Resilience to Disasters (WRD) Programme was UN Women's global flagship initiative for integrating gender equality into disaster risk reduction and climate-resilience efforts, with a focus on the Pacific Island countries Fiji, Kiribati, Solomon Islands and Vanuatu. The programme was funded by the Australian Department of Foreign Affairs and Trade. The WRD Programme was implemented from June 2021 to June 2025 and operated through a unique, three-tiered structure encompassing global, regional (Pacific) and country-level components, each designed to reinforce and complement the others. The Pacific region faces extreme vulnerability to natural hazards, environmental degradation and climate change impacts. The remoteness, socioeconomic constraints and fragile biodiversity of Pacific countries exacerbate existing development challenges, with women and people with disabilities experiencing disproportionate impacts, highlighting the need for gender-responsive disaster risk reduction and climate action.

Evaluation approach and methodology

The evaluation employed a non-experimental, theory-based approach using mixed qualitative and quantitative methods. The evaluation collected data through semi-structured informant interviews and focus groups with 155 stakeholders; an online survey on the UN Women Knowledge Hub reaching 117 respondents; direct observation of WRD programme activities; and two in-depth case studies. The approach is grounded in UN Women's evaluation principles and aligned with United Nations Evaluation Group Norms and Standards, ensuring both methodological rigour and practical utility for stakeholders.

Key findings and conclusions

RELEVANCE AND COHERENCE:

The WRD Programme strengthened UN Women's position as a global thought leader in gender-responsive disaster and climate resilience. However, the future of disaster risk reduction at UN Women requires clarifying (a) how UN Women will continue to ensure gender responsive disaster preparedness and response through integration of work on disaster risk reduction across the Strategic Plan; and (b) securing stable funding for technical expertise. Ideally the programme's gains would be consolidated through clear organizational commitment and continued investment.

EFFECTIVENESS AND SUSTAINABILITY:

The WRD Programme made substantial progress in institutionalizing gender-responsive disaster prevention, preparedness and recovery, influencing major policy instruments and strengthening institutional capacity. Women's leadership was advanced through sustained engagement, mentoring and technical support, enabling Pacific women leaders to shape international agendas and extend their influence locally. Diverse community-based initiatives boosted women's confidence, leadership and economic security, although sustainability and scale-up were limited by one-off training, staff turnover and lack of follow-up by UN Women and partners. While gender-responsive disaster risk reduction gained visibility, the sustainability of results at global, regional and country levels remains partial and uneven depending on the context and resources, heavily dependent on continued technical presence, leadership and external funding. Achieving lasting institutional change, both in official systems, community leadership systems, and in everyday practices, requires consistent followup and integration into processes and practices over the long-term.

HUMAN RIGHTS AND GENDER EQUALITY:

The WRD Programme adopted an intentional, intersectional approach, prioritizing the inclusion of marginalized groups – especially persons with disabilities, rural populations and low-income women – through strategic partnerships, capacity-building and innovative community-based actions, such as the facilitation of loans for solar panels to power freezers for rural entrepreneurs and facilitation of access to parametric insurance¹. However, inclusion gains remain uneven and vulnerable due to limited institutionalization, and more systematic approaches are required to ensure the meaningful engagement of marginalized groups.

ORGANIZATIONAL EFFICIENCY:

The global programme architecture enabled key benefits and built disaster risk reduction expertise, but complexity and operational challenges hindered overall efficiency. Resource-intensive partner management reduced the proportion of resources reaching communities and delays in financial disbursements affected timely implementation.

¹ Parametric insurance is a type of insurance that provides a pre-agreed payout when a specific, measurable event occurs, without requiring an assessment of actual losses. Parametric insurance pays out when an objective trigger—such as wind speed, rainfall level, earthquake magnitude, or another predefined parameter—is met or exceeded. United Nations Capital Development Fund led this initiative in the Pacific and UN Women collaborated with them through the WRD programme to ensure inclusion of hard to reach women.

RECOMMENDATIONS

1

At the corporate level, UN Women should clearly define how it will support the integration of disaster risk reduction and climate-resilience priorities and coordination efforts into existing programmes and partnerships, drawing on lessons from the WRD Programme.

2

UN Women and its partners should consolidate, integrate and scale the most effective approaches, such as the women's leadership model, by aligning with national systems and partner synergies. UN Women should also establish or build on community engagement models that ensure strong CSO capacities, building continuity and local ownership.

3

UN Women should regularly assess the value and cost-effectiveness of global programme investments, such as WRD Programme; streamline governance using existing coordination mechanisms; simplify partnership models to cut administrative costs; improve resource flow to target groups; and strengthen oversight and results-based management.

4

UN Women should continue to invest in inclusive, intersectional disaster risk reduction and climate resilience by working to address structural barriers, promoting social norms change and partnering with local actors to co-create programme activities, ensuring the meaningful participation, equal access and leadership of women and marginalized groups.



Photo: ©UN Women Independent Evaluation Service

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BACKGROUND

1.1 PURPOSE, OBJECTIVES AND SCOPE

This Final Evaluation of the WRD Programme aimed to generate evidence-based findings on achievements, assess challenges and contributions to impacts across global, regional and country levels. It sought to ensure accountability to the donor, partners and most importantly the women and communities served by the programme. While capturing lessons to inform future programming in disaster risk reduction (DRR), climate resilience and gender equality, the evaluation also aimed to support strategic decision-making on potential DRR and climate-resilience work at UN Women and strengthen stakeholder capacities through learning.

The evaluation had the following objectives: to assess the programme's relevance to the needs and priorities of women and marginalized groups; its efficiency in use of resources; and its effectiveness in achieving expected results and contributing to UN Women's strategic priorities and commitments to the donor – the Department of Foreign Affairs and Trade (DFAT) of the Government of Australia. The evaluation also aimed to document learning and innovation supporting women's resilience practices and provide actionable recommendations for future DRR and climate-resilience programming.

The evaluation covered the full implementation period (2021–July 2025) across all four implementing countries (Fiji, Kiribati, Solomon Islands and Vanuatu), as well as regional Pacific initiatives and global-level interventions. It examined gender-responsive policy influence and system strengthening; women's leadership and participation in DRR decision-making; women-led, community-based resilience-building initiatives; knowledge management and learning systems; partnership and coordination mechanisms; and resource utilization and management efficiency.

1.2 EVALUATION APPROACH AND METHODOLOGY

Methodology

The WRD Programme was a UN Women Gender Equality Accelerator (the programmatic framework aligned with UN Women's Strategic Plan 2022–2025) with a theory of change that was validated in the Independent Midterm Review of the WRD Programme (2024), which was utilized as the basis for contribution analysis.² Central to the theory of change is the WRD Programme's working definition of resilience, which was utilized for the evaluation:³

“A context specific ongoing process of: 1) capacity development that enables women and girls to be more resilient; 2) behaviour change, allowing women and other stakeholders to recognise and manage risk as integral to daily decision making and practice; and 3) political economy, governance and systems change to enable gender-responsive and inclusive resilience, which addresses the underlying drivers of vulnerability; which together result in development outcomes (development gains and improvements in well-being) despite risks, shocks, or threats.”

Evaluation questions were developed based on the of the Organisation for Economic Co-operation and Development's Development Assistance Committee criteria comprising relevance, coherence, effectiveness, sustainability, gender equality and human rights, and organizational efficiency, also considering the theory of change. The evaluation was aligned with UN Women's Evaluation Policy⁴ and guidance. All evaluation products were subject to quality review by IES management, a peer reviewer, the Evaluation Reference Group and the Evaluation Management Group.

² UN Women Gender Equality Accelerators are outlined here: [Gender Equality Accelerators | Publications | UN Women Knowledge portal](#); the Women's Resilience to Disaster Programme GEA Theory of Change is on page 60.

³ Project Document (ProDoc) UN Women Women's Resilience to Disasters.

⁴ UN Women Evaluation Policy (2020), New York: UN Women, pp. 8-10.

Data collection

The evaluation employed a mixed-methods approach combining in-person and virtual data collection (see Figure 1). In-country missions were undertaken in Fiji and Vanuatu (in-person data collection including key informant interviews and focus group discussions), with virtual consultations at the global and regional level and for Kiribati and Solomon Islands. Direct observation was undertaken at community level during field missions, including the direct observation of assets provided through entrepreneurial activities, infrastructure functionality and products produced in Fiji and Vanuatu. The evaluation used purposive sampling to ensure comprehensive coverage.

In total, 155 individuals (90 per cent female, 10 per cent male), which included persons with disabilities and other marginalized groups, representing a diverse range of stakeholders and partners at global, regional and country levels were consulted through interviews and 13 focus group discussions. Focus group discussions were based on a participatory approach and were conducted in local languages. The evaluation also reached 117 individuals through an online survey focused on the UN Women WRD Knowledge Hub reaching out to an email list of WRD Expert Registry participants and newsletter subscribers.

Overall analysis

The evaluation design was theory-based, using the theory of change (annex 5) as the foundation for contribution analysis. A participatory approach ensured the meaningful engagement of diverse stakeholders throughout the evaluation process, with particular attention given to including marginalized voices by reaching rural areas, meeting with representatives of organizations representing marginalized groups and respecting Pacific cultural contexts.

The evaluation was gender-responsive and human rights-based. It was utilization-focused, designed to generate actionable findings and recommendations that directly address stakeholder information needs and to support evidence-based decision-making for future programming.

Two in-depth case studies were undertaken:



1. Women's leadership, empowerment, agency and impact: Examined how the programme had fostered women's leadership across multiple levels from participation in policy forums and disaster committees to grassroots community leadership; tracked the process of leadership development; and analysed how women leaders have used their platforms to influence decision-making and advocate for gender-responsive DRR.



2. Women driving climate and disaster resilience through innovation and enterprise: Analysed the programme's approach to translating policy frameworks into practical community action across all participating countries, with particular focus on innovative resilience models and entrepreneurial initiatives that strengthen women's capacity to withstand and recover from disasters and climate impacts.

UN Women has the enterprise license for Microsoft Copilot⁵ which allows it to be used in a closed environment. The evaluation piloted use of this version of Copilot for concrete tasks which were quality assured by team members and cross-checked against the respective documents. The following tasks were undertaken:

- Supporting the re-drafting of paragraphs to ensure conciseness and clarity.
- Comparison of how DRR was mentioned and framed across the 2018–2021, 2022–2025 and 2026–2029 UN Women Strategic Plans.
- Application of the gender-responsiveness scale⁶ to ProDocs and programme donor and partner reports.
- Comparison of how gender and UN Women are referenced across Secretary-General Reports on DRR between 2023 and 2025.
- Compilation and analysis of challenges and strengths of community-based DRR and economic initiatives implemented by partners based on partner reports, the WRD Donor report 2024 and NVIVO output (anonymized interviews).

NVIVO was used for qualitative data analysis of interviews and focus group discussions, coding the information according to the evaluation criteria. Qualitative data analysis employed both inductive approaches (allowing themes to emerge from the data) and deductive approaches (testing pre-defined themes from the evaluation matrix which can be found in annex 4). Contribution analysis examined evidence of outcomes and impacts; assessed the programme's role in producing these changes; considered alternative explanations and external factors; and validated the theory of change assumptions against evidence using an evidence matrix.

Gender equality and no one left behind

Throughout the analysis, gender analysis frameworks were applied to examine the programme's influence from a women's empowerment lens. This included analysing emerging patterns and indicative findings related to women's participation in decision-making; initial shifts in gender norms and attitudes; access to and control over resources; and the differential impacts of interventions on various groups of women. Intersectionality also formed a critical component of the gender analysis, and the evaluation assessed how effectively the programme identified and responded to these differentiated vulnerabilities and capacities, ensuring that interventions reached and benefitted the most marginalized groups. An adapted version of the Diverse SOGIESC analytical tool⁷ was used to assess the extent to which marginalized groups were included in design and implementation.

1.3 ETHICS

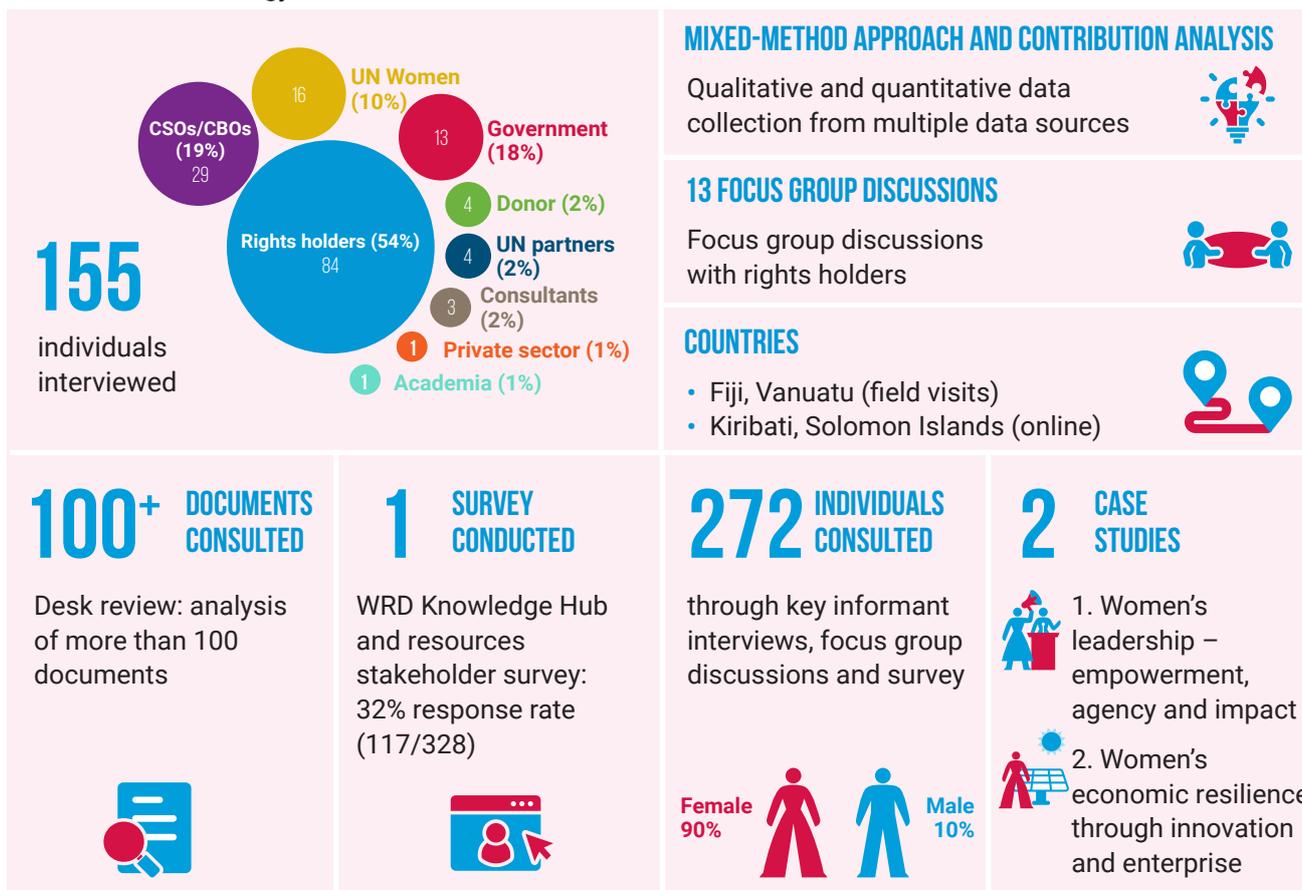
The evaluation was conducted in accordance with [UNEG Ethical Guidelines for Evaluation \(2020\)](#) and UN Women's evaluation policy, grounded in principles of respect for dignity and diversity; voluntary participation with informed consent; and fair representation of different voices, particularly marginalized groups. All evaluation team members signed the [UNEG Pledge of Ethical Conduct in Evaluation](#). Informed consent procedures were implemented for all data-collection activities. Confidentiality and anonymity were assured, with particular attention to protecting vulnerable participants, including individuals with diverse SOGIESC who may face discrimination or safety risks. Data was stored securely with access restricted to evaluation team members. The full gender responsive and Ethical Procedures and Data Management Plan can be found in annex 6.5.

⁵ Microsoft Copilot is an AI-powered assistant that works across various Microsoft products to enhance productivity and creativity. The assistance is contextual, leveraging the user's data from Microsoft 365 and the internet while adhering to existing security and compliance policies. The enterprise version inherits the existing Microsoft 365 security, privacy, identity and compliance policies. Data stays within the Microsoft 365 environment and is not used to train public AI models.

⁶ An adapted version of the UNDP Gender Results Effectiveness Scale: https://erc.undp.org/pdf/GRES_English.pdf

⁷ UN Women Diverse SOGIESC Rapid Assessment Tool: https://asiapacific.unwomen.org/sites/default/files/Field%20Office%20ESEAsia/Docs/Publications/2021/03/RAT/ap-Diverse-SOGIESC_RATGuidanceNote_Public_FINAL.pdf

FIGURE 1.
Sources and methodology for data collection



Source: Compiled by the evaluation team

1.4 EVALUATION CONSTRAINTS AND LIMITATIONS

As of July 2025, only WRD personnel and activities essential for programme closure were funded. This period of transition led to reduced staff capacity, personnel turnover and limited availability for evaluation. Consequently, the evaluation was conducted under constrained human and financial resources to operationally support data collection. The evaluation team planned well in advance with the M&E Officer prior to their departure and the Programme Manager remained available for questions even after her contract ended.

Data collection at the community level and with rights holders in Vanuatu was undertaken in a participatory manner, led by the UN Women National Programme Coordinator and, in some cases, interpretation was

supported by the programme partner. The participation of project personnel and partners may have introduced responder bias, but at the same time it was culturally appropriate and facilitated engagement with rights holders. Prior to the evaluation visit, the National Programme Coordinator signed the code of conduct and had not previously interacted with the respective rights holders, which reduced the risk of potential respondent bias. During data collection from the online survey, a limitation was that there was no question identifying the gender of respondents, an oversight by the evaluation team. Additionally, after the first 51 responses had been received, an error in the form was identified in one of the questions that asked which resources were accessed by the stakeholder but only allowed respondents to select one option. This was updated allowing subsequent respondents to identify multiple options, and only this data was utilized.



Photo: UN Women Fiji MCO-WRD/Kelera Dimaimuri

2

PROGRAMME CONTEXT

2.1 THE WRD PROGRAMME

The WRD Programme was UN Women's global flagship initiative and sole Gender Equality Accelerator⁸ for integrating gender equality into DRR and climate-resilience efforts, with a focus on the Pacific Island countries Fiji, Kiribati, Solomon Islands and Vanuatu. The WRD Programme team is organized in a multi-tiered structure that includes global, Pacific-regional, and country-level personnel. At the global level, a Global Programme Manager, placed in the Humanitarian Action Section of the Policy, Programme and Intergovernmental Division, provides overall leadership, supported by a Regional Deputy Programme Manager and Country Programme Coordinators in Fiji, Kiribati, Solomon Islands, and Vanuatu. In total, the WRD programme consist of 23 personnels (9 global, 8 regional, and 6 country-level personnels)⁹.

The programme was funded by the Department of Foreign Affairs and Trade (DFAT) of the Government of Australia, with approximately US\$ 8.8 million (AUD\$ 13.5 million) for 2021–2025¹⁰. Given that in 2021 the world was still amid the COVID-pandemic, with lockdowns in Pacific countries continuing, the WRD Programme experienced delays in implementation at regional and country levels. The programme operated through a three-tiered structure encompassing global, regional (Pacific) and country-level components, each designed to reinforce and complement the others.

2.2 DISASTER CONTEXT IN THE PACIFIC

The Pacific region remains one of the most disaster-prone areas globally, with increasing frequency and intensity of climate-related hazards.¹¹ Since the programme's inception, the region has experienced multiple tropical cyclones, flooding, droughts and sea-level rise impacts. These disasters disproportionately affected women and girls due to existing gender inequalities, limited access to resources and traditional gender roles that increase vulnerability.¹² The four implementing countries faced significant development challenges as Small Island Developing States. Geographic isolation and dispersion limit service delivery; small population sizes constrain institutional capacity; and high dependency on climate-sensitive sectors (agriculture, fisheries, tourism) creates economic vulnerability.¹³ Current economic participation data reveals significant gender disparities across the region. Unemployment rates reported by the UN Women Data Hub in 2024 show concerning gender gaps in several countries: Fiji (5.5 per cent women versus 3.7 per cent men); Kiribati (12.3 per cent women versus 9.9 per cent men); while Solomon Islands shows minimal disparity (0.7 per cent both); and Vanuatu demonstrates slightly higher female unemployment (4.1 per cent versus 4 per cent).¹⁴

⁸ UN Women Gender Equality Accelerators are outlined here: [Gender Equality Accelerators | Publications | UN Women Knowledge portal](#).

⁹ 4 out of 9 global positions are co-financing between UN Women and DFAT. Based on UN Women WRD Programme Budget available in UN Women Donor Agreement Management System.

¹⁰ Based on UN exchange rate as of November 2025: US\$ 1 = AU\$ 1.530. From 2021 – 2024, approximately US\$ 7.8 million was received by UN Women.

¹¹ IPCC (2023), "Sixth Assessment Report: Small Islands", Cambridge University Press.

¹² UN Women (2022), "Gender and Climate Change in the Pacific", Suva: UN Women MCO.

¹³ World Bank (2024), "Pacific Island Countries Economic Update", Washington DC: World Bank.

¹⁴ UN Women Data Hub (2024), Country Fact Sheets for Fiji, Kiribati, Solomon Islands, and Vanuatu, <https://data.unwomen.org/>

Women's economic participation remains constrained by cultural norms; limited access to credit and markets; and disproportionate unpaid care responsibilities. The COVID-19 pandemic exacerbated these challenges, particularly affecting women's informal-sector activities. The region faces significant social challenges that directly impact women's vulnerability to disasters, including violence against women,¹⁵ early marriages¹⁶ and adolescent pregnancies.¹⁷ Another concern is critically low women's political participation across all four countries, limiting women's voice in DRR decision-making. For instance, according to the UN Women

Data Hub report 2024, only 9 per cent of parliamentary seats in Fiji are held by women; in Vanuatu only 2 per cent of national parliament seats were held by women; Solomon Islands 8 per cent; and Kiribati 6.7 per cent. This underrepresentation is particularly concerning given that women often bear disproportionate responsibility for household and community resilience during disasters. Despite this, all countries have made progress in developing gender-responsive policies, although significant implementation gaps remain across the region.¹⁸

¹⁵ In Solomon Islands, 28.1 per cent of women aged 15-49 experienced physical and/or sexual violence by an intimate partner, 29.4 per cent of women have experienced intimate partner violence in Vanuatu, 25.2 per cent of women have experienced violence in Kiribati. UN Women Data Hub (2024), Country Fact Sheets for Fiji, Kiribati, Solomon Islands, and Vanuatu, <https://data.unwomen.org/>.

¹⁶ Child marriage rates: Fiji only 4 per cent of women aged 20-24 married before age 18, while Vanuatu (21.4 per cent), Solomon Islands (21.3 per cent), and Kiribati (18.4 per cent) face substantial challenges. UN Women Data Hub (2024), Country Fact Sheets for Fiji, Kiribati, Solomon Islands, and Vanuatu, <https://data.unwomen.org/>.

¹⁷ Adolescent birth rates remain high across the region: Vanuatu (81 per 1,000), Solomon Islands (78 per 1,000), Kiribati (50.6 per 1,000), with Fiji showing lower rates (31.05 per 1,000). UN Women Data Hub (2024), Country Fact Sheets for Fiji, Kiribati, Solomon Islands, and Vanuatu, <https://data.unwomen.org/>.

¹⁸ UN Women Data Hub (2024), Country Fact Sheets for Fiji, Kiribati, Solomon Islands, and Vanuatu, <https://data.unwomen.org/>.



Photo: ©UN Women Fiji MCO

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PORTFOLIO ANALYSIS

Table 1 shows UN Women Outcome and output statements and reported progress by management against the WRD results framework as of September 2025. Most outcome and output targets were partially achieved, with notable variation in performance across indicators (see annex 10 for more detailed reporting).

Outcome 1 indicates moderate progress, with one-third of indicators fully achieved and two-thirds partially achieved. While this suggests movement toward the intended results, the predominance of partial achievement indicates that several areas required continued

attention. The presence of indicators not achieved or not reported points to gaps in implementation or monitoring.

With no Outcome 2 targets defined in the M&E framework, monitoring overall progress is difficult. At the output level, performance was uneven—some outputs, such as Output 2.4, had reported full achievement by management, while others remained only partially achieved (50–100%). This variability suggests that while certain interventions were on track, others may have required targeted support or resource reallocation to ensure progress.

TABLE 1.

UN Women WRD Programme 2023–2025 Outcome and Output results management reporting

OUTCOME/OUTPUTS	TOTAL INDICATORS	FULLY ACHIEVED	PARTIALLY ACHIEVED	NOT ACHIEVED	OTHER
Outcome 1: More countries, regional initiatives, and UN agencies use prevention, preparedness, and recovery policy frameworks, systems, processes, and tools, which is gender-responsive and implemented as a result of local women’s and girls’ advocacy	3	33%	36%		
1.1: DRR practitioners have increased knowledge and access to tools on gender-responsive DRR, climate resilience, and SADD	6	83%	17%		
1.2: Women’s organizations have strengthened capacity to advocate, lead, and engage in DRR and resilience.	3	33%	33%		33% not reported
1.3: DRR and gender institutions have improved capacity to develop and implement gender-responsive DRR policies and plans.	5	20%	60%	20%	
1.4: DRR practitioners have access to a global community of practice and networking opportunities on women’s resilience.	2	50%	50%		
1.5: Coordination mechanisms and partnerships are strengthened to integrate gender dimensions into DRR and recovery.	2		100%		

OUTCOME/OUTPUTS	TOTAL INDICATORS	FULLY ACHIEVED	PARTIALLY ACHIEVED	NOT ACHIEVED	OTHER
Outcome 2: More women and girls in WRD countries have voice and agency to withstand multiple hazards, recover from disasters, and increase their resilience to current and future risks					No target set
2.1: Governments, DRR stakeholders, and women's groups develop inclusive, gender-responsive preparedness and early warning systems.	2	50%	50%		
2.2: Women have access to locally appropriate resilience mechanisms, services, and products.	2		100%		
2.3: Partnerships are established between WRD, livelihood programmes, and women's organisations to support resilient livelihoods.	1		100%		
2.4: Women entrepreneurs have increased capacity on climate- and disaster-resilient business practices.	1	100%			
2.5: Innovative climate- and disaster-resilient livelihood opportunities are accessible to women in WRD communities.	2		100%		

Source: UN Women WRD Programme monitoring matrix shared with the evaluation team

3.1 FINANCIAL ANALYSIS

The donor financial reports for 2021-2024 accessed in the UN Women's Donor Agreement Management System were utilized for the analysis below, as the available budget and expenditure information for 2025 was not yet shared with the evaluation team. As noted in Table 2, a total contribution revenue of approximately US\$ 7.8 million was received over the period 2021–2024 with a total expenditure of approximately US\$ 6.4 million. Spending was driven primarily by Outcome 1, which rose from US \$13,125 in 2021 to US \$1.35 million in 2024. Delivery rates improved substantially over the period, climbing from just 4% in 2021 to 69% in 2024, reflecting stronger budget execution and programme delivery. The WRD Programme team explained that the low delivery rate in 2021

was due to the ongoing COVID-19 pandemic, which had affected the Pacific region during this time with country closures. Therefore, given the low delivery, the contribution revenue in 2021 was rolled over to 2022, reflected as the available budget in Table 2.

In total, 35 per cent of programme expenditure was spent on UN Women programme management and operation costs (including monitoring and evaluation), programme support costs and currency depreciation.

Partner allocations amounted to approximately US\$ 2.2 million, or 35 per cent of total programme expenditure in 2021–2024.¹⁹ Of the total amount allocated to partners, 39 per cent was allocated to local civil society organizations (CSOs).²⁰ Therefore, approximately 13.5 per cent of total expenditure in 2021–2024 was allocated to local CSOs (see Figure 3).

¹⁹ Based on the liquidation and expenditure data provided by the project team in November 2025.

²⁰ Based on the calculation of total liquidation and purchase orders paid provided by the project team. Of US\$ 2,244,501.76 allocated to partners, US\$ 868,944.6 was allocated to local CSOs (Femlink Pacific, DIVA, Matavale Women's Association, Vanwoods, DPASI, and AMAK). This calculation does not include the amount allocated for CSO orientation workshops and CSO learning events, which are still being calculated by the project team.

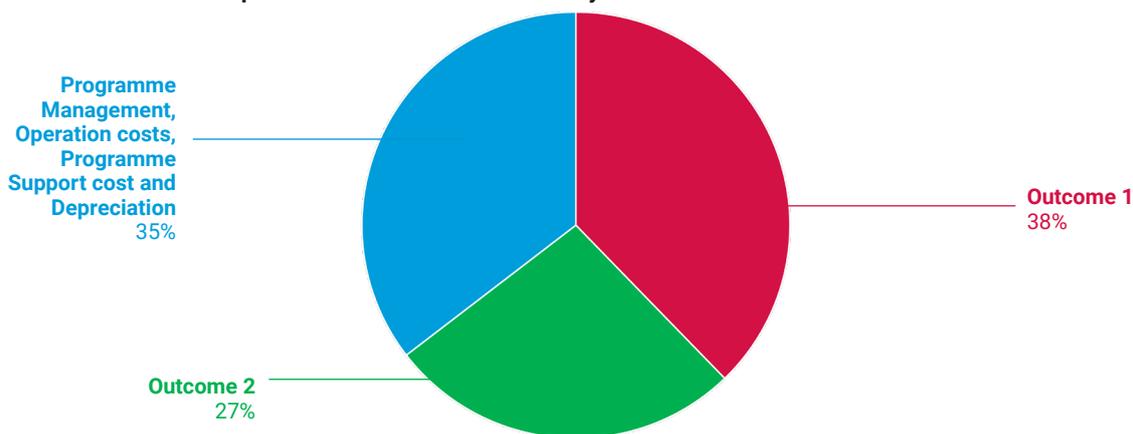
UN WOMEN WRD BUDGET AND EXPENDITURE 2021 – 2024 (US \$)

Year	Contribution Revenue	Total Available Budget*	Outcome 1 Expenditure	Outcome 2 Expenditure	Programme Management and operation Costs Expenditure	Total Expenditure	Delivery Rate
2021	\$3,188,789	\$3,188,789	\$13,125	\$0	\$116,387	\$129,512	4%
2022	\$3,764	\$3,063,040	\$337,669	\$373,609	\$471,195	\$1,182,473	39%
2023	\$2,315,539	\$4,196,105	\$716,252	\$388,258	\$853,382	\$1,957,892	47%
2024	\$2,309,668	\$4,547,880	\$1,354,849	\$956,675	\$832,010	\$3,143,534	69%
TOTAL	\$7,817,760		\$2,421,895	\$1,718,542	\$2,272,974	\$6,413,411	82%

Source: UN Women WRD Financial Report 2021 – 2024, downloaded from UN Women’s Donor Agreement Management System

FIGURE 2

Overall WRD breakdown of expenditure between 2021-2024 by outcome



Source: UN Women WRD Partnership Liquidation and Expenditure sheet provided by the project team

UN WOMEN WRD PARTNERSHIP EXPENDITURE (US\$)



Source: UN Women WRD Partnership Liquidation and Expenditure sheet provided by the project team

3.2 KEY PARTNERS

At the global level, the WRD Programme operated through a strong network of strategic partnerships on gender-responsive DRR within the UN system and beyond (the full stakeholder analysis can be found in annex 5.1). Collaboration with the United Nations Office for Disaster Risk Reduction (UNDRR) and United Nations Population Fund (UNFPA) was central to advancing gender-responsive implementation of the Sendai Framework for Disaster Risk Reduction. Partnerships with the World Meteorological Organization and the Climate Risk and Early Warning Systems initiative supported integrating gender into multi-hazard early warning systems. These global alliances were complemented by cooperation with the Global Facility for Disaster Reduction and Recovery to deepen the knowledge base on gendered dimensions of disasters and support gender integration in post-disaster needs assessments.

At the regional Pacific level, the WRD Programme advanced gender-responsive DRR through close collaboration with regional intergovernmental bodies²¹, academia²², the United Nations and CSOs. Key regional partners included the Pacific Disability Forum, Pacific Islands Forum through the Gender and Social Inclusion Technical Working Group, University of the South Pacific and DIVA for Equality.

The WRD Programme's partnerships with regional organizations representing women, youth and persons with disabilities demonstrated its commitment to inclusivity, embedding gender perspectives in regional humanitarian and resilience frameworks through campaigns and regional advocacy. Collaboration with UNDRR and the United Nations Capital Development Fund at regional Pacific level enabled concrete programmatic action for DRR.

At the national level, the programme engaged with a diverse and large number of government, private sector, non-governmental organizations, civil society organizations, and local communities (See Table 2).

TABLE 2:

WRD Programme key national partners

LEVEL / ACTOR TYPE	EXAMPLES OF PARTNERS (GROUPED BY COUNTRY)	TYPE OF CONTRIBUTION
Government Ministries and public institutions	<p>Vanuatu: Department of Energy; National Green Energy Fund (NGEF); National Disaster Management Office; Provincial Government; Area Councils (South Maewo), National Disaster Management Office.</p> <p>Kiribati: Ministry of Agriculture & Livestock; Ministry of Health (Nutrition Division); Ministry of Tourism, Commerce, Industries & Cooperatives; Ministry of Women, Youth, Sports & Social Affairs; Ministry of ICT; Ministry of Culture & Internal Affairs (Culture Division), the Ministry of Rural Maritime Development and the National Disaster Risk Management Office.</p> <p>2.Fiji Disabled People's Federation</p> <p>Fiji: Ministry of Women, Children & Social Protection; Fiji Council of Social Services (FCOSS) National Disaster Management Office.</p> <p>Solomon Islands: Ministry of Women, Youth, Children and Family Affairs, National Protection Committee (NPC)</p>	<p>Technical oversight; DRR governance; policy engagement; coordination mechanisms; local implementation support; access to communities.</p>

²¹ Such as Pacific Islands Forum (PIF) and Secretariat of the Pacific Regional Environment Programme (SPREP).

²² University of the South Pacific.

LEVEL / ACTOR TYPE	EXAMPLES OF PARTNERS (GROUPED BY COUNTRY)	TYPE OF CONTRIBUTION
Local government and community structures	<p>Vanuatu: Community Disaster and Climate Change Committees (CDCCC); Area Councils (Tafea, Maewo).</p> <p>Fiji: Commissioner's office in Northern and Western. Community-Based Disaster Management Committees (CBDMCs); village committees across Navosa, Ba, Suva.</p> <p>Kiribati: Island councils through AMAK-led outreach.</p> <p>Solomon Islands: Local chiefs, village leaders (Small Malaita).</p>	Community mobilization; preparedness planning; beneficiary identification; early warning dissemination; local leadership for resilience.
Women's Organizations and Local CSOs	<p>Vanuatu: VANWODS Microfinance; Markets for Change community networks.</p> <p>Kiribati: AMAK (Aia Mwaea Ainen Kiribati); Reitan Ainen Boretetanti (RAB).</p> <p>Fiji: Femlink, Markets for Change, Women's groups of Nawairabe and Matokana; village women's committees.</p> <p>Solomon Islands: Matavale Women's Association</p>	Women's leadership; financial inclusion; livelihoods; gender-inclusive engagement; food security; community mobilization, disability inclusion and advocacy.
International and National NGOs	<p>Vanuatu: World Vision Vanuatu; CARE in Vanuatu; Vanuatu Skills Partnership.</p> <p>Kiribati: Kiribati Red Cross Society; Australian Volunteers International (AVID)</p> <p>Fiji: ADRA Fiji (multiple thematic areas), Fiji Disabled Peoples Federation.</p> <p>Solomon Islands: Disabled People's Association of Solomon Islands</p>	DRR training; humanitarian response; WASH; menstrual health; market assessments; theatre-based community outreach; business development.
Private sector and market actors	<p>Vanuatu: PCS Ltd; Etech Ltd; Digicel; Vodafone; local business groups in Tafea Province.</p> <p>Solomon Islands: SISBEC (training provider).</p>	Solar installation and maintenance; appliance training; digital financial inclusion; financial literacy; market linkages; enterprise support.
Education, skills and volunteer actors	<p>Vanuatu: Vanuatu Skills Partnership; YWLP volunteers.</p> <p>Kiribati: Ueen te Makeke; Australian Volunteers International.</p> <p>Fiji: Samoa SDA Pacific Youth Leadership partners; schools receiving CBDRM kits.</p>	Vocational skills; digital literacy; youth engagement; upskilling for livelihoods; local product development (menstrual health and hygiene items).
Humanitarian, DRR and coordination mechanisms	<p>Vanuatu: Gender & Protection Cluster; National Disaster Management Office; CDCCCs; Area Councils.</p> <p>Kiribati: WRD Technical Committee (10 ministries + NGOs).</p> <p>Fiji: CBDMCs and community DRR committees.</p> <p>Solomon Islands: Community leadership structures used for DRR outreach.</p> <p>National Programme Coordination Committees</p>	Multi-stakeholder coordination; inclusive DRR planning; humanitarian response leadership; technical guidance; preparedness and risk communication.
Cultural, theatre and advocacy groups	<p>Fiji: Diva for Equality</p> <p>Vanuatu: Wan Smolbag Theatre; Rainbow Theatre Group.</p> <p>Kiribati: Culture Division (Te Umwanibong).</p>	Disaster preparedness messaging; inclusive WASH and DRR theatre outreach; cultural engagement for community mobilization.

Source: developed by the evaluation team based on desk review



Photo: ©UN Women Independent Evaluation Service

4

FINDINGS

The findings in this section synthesize evidence derived from analysis of documents, cases studies, survey, interviews and focus group discussions with internal and external stakeholders.

4.1 RELEVANCE

Evaluation Question 1. To what extent did the design of the WRD Programme and strategies it employed align with the specific needs, priorities and vulnerabilities of women, girls and marginalized groups in disaster-prone contexts across the Pacific, particularly in advancing gender-responsive disaster risk reduction and climate resilience?

FINDING 1

The WRD Programme demonstrated strong alignment with global, regional and national DRR frameworks and donor priorities, clearly reflecting the Sendai Framework and the Framework for Resilient Development in the Pacific. The programme's design showcased UN Women's triple mandate – advancing normative standards, delivering operational results and fostering coordination – while ensuring local actions informed global strategies and global commitments were translated into results at the country level.

The WRD Programme demonstrated strong alignment with global, regional and national frameworks on DRR, climate resilience and gender equality (see Table 3).

At the global level, the WRD Programme aligned with international instruments such as the Sendai Framework, CEDAW, UN Security Council Resolution 1325, the Paris Agreement, the Beijing Platform for Action, relevant Sustainable Development Goals (SDGs) and the UN Plan of Action on DRR for Resilience. The programme emphasized gender-responsive approaches and women's leadership in resilience efforts.

At the regional level, particularly in the Pacific, the programme aligned with the Framework for Resilient Development in the Pacific, Pacific Leaders Gender Equality Declaration and regional gender and disability inclusion commitments, supporting coordinated and inclusive resilience-building.

At the national and subnational levels, the programme aligned with and strengthened country-specific DRR and climate policies across Fiji, Kiribati, Vanuatu and the Solomon Islands.

- Across all stakeholder groups interviewed, partners identified the WRD Programme approach as complementary and relevant to government priorities by bridging the gap between policy commitments and practical implementation, building the capacity of national and subnational institutions and engaging community-based organizations and women's groups as partners in resilience-building. The programme's approach was a relevant way to operationalize UN Women's triple mandate:
- advancing normative commitments, by mainstreaming gender in global, regional and national policies and influencing key global and regional DRR;
- positioning UN Women for stronger UN coordination, coordinating with key stakeholders including national and subnational governments and CSOs; and
- delivering operational results through technical advice and partnerships with governmental and non-governmental stakeholders and strengthening the resilience of the communities involved.

TABLE 3.**Alignment of the WRD Programme with global, regional and national frameworks**

LEVEL	FRAMEWORKS/POLICIES ALIGNED WITH
Global	<ul style="list-style-type: none"> → Sendai Framework for Disaster Risk Reduction (2015–2030) → CEDAW & General Recommendation No. 37 (2018) → Paris Agreement → UN Security Council Resolution 1325 on Women, Peace and Security → Beijing Platform for Action & Beijing +25 Review → SDGs: SDG 5, SDG 13, SDG 11, SDG 1
Regional (Pacific)	<ul style="list-style-type: none"> → Framework for Resilient Development in the Pacific → Pacific Leaders Gender Equality Declaration → Pacific Disability Forum Strategic Priorities
National/ Subnational	<ul style="list-style-type: none"> → Fiji: National DRR Policy (2018–2030), National Development Plan (2017–2036) → Kiribati: 20-Year Vision (2016–2036), Joint Implementation Plan for Climate Change and Disaster Risk Management (2014–2023) → Vanuatu: Climate Change & DRR Policy (2016–2030), National Environment Policy, National Gender Equality Policy (2020–2030) → Solomon Islands: National Disaster Management Plan (2018), National Development Strategy (2016–2035), National Climate Change Policy (2012–2017)

(based on desk review, further details can be found in annex 9)

FINDING 2

The WRD Programme’s design and strategies were highly relevant and mainly aligned with the practical needs and priorities of women, girls and marginalized groups in disaster-prone Pacific contexts. However, there were opportunities to better align strategies for implementation and enhance localization and contextual and needs analysis.

The WRD Programme’s approaches at global, regional and country levels were widely recognized by stakeholders consulted through interviews and focus group discussions with right holders as highly relevant to the lived realities of women, girls and marginalized groups in disaster-prone Pacific contexts. By aligning with well-documented vulnerabilities in the Pacific where gender inequality, poverty and disability intersect to heighten exposure to climate and disaster risks, the programme’s design sought to transform these conditions through gender-responsive DRR, women’s economic empowerment and inclusive resilience-building. Stakeholders from government, civil society and donor organizations affirmed that the programme’s emphasis on gender equality, inclusion and “leaving no one behind” was both timely and necessary in the DRR and climate-resilience space.

The stakeholders consulted noted that a particularly valued aspect of the programme’s approach was its ability to link local-level voices and lived realities with global and regional policy forums. By amplifying the experiences and priorities of women, girls and marginalized groups from Pacific communities in international and regional discussions, the programme ensured that policy frameworks and advocacy efforts were grounded in actual needs and challenges. Partners acknowledged that the programme brought credibility, high-level technical expertise and field-level evidence to global policy dialogues, bridging the gap between community experience and global standard-setting.

Regional actors highlighted UN Women’s technical credibility and convening power, noting that the programme’s support for local advocates to participate in global platforms, such as the Asia-Pacific Ministerial Conference on DRR and COP events, added significant relevance and visibility to Pacific perspectives in shaping DRR and climate-resilience agendas.

At the country level, the countries selected, Kiribati, Solomon Islands, Vanuatu and Fiji are highly relevant because they represent the intersection of extreme disaster and climate vulnerability, deep-rooted gender and social inequalities, and significant gaps in policy and institutional capacity.²³ The selected countries were seen as having been rightly targeted as they had both the highest needs and the potential for generating knowledge and models for resilience to benefit the wider Pacific region. The WRD Programme’s engagement with CSOs in Fiji, Kiribati, Vanuatu and the Solomon Islands also aimed to generate tangible, practical results that addressed priority concerns such as food security, livelihood recovery, energy access, protection and participation in decision-making. The WRD Programme’s approach of consulting and involving CSOs, women’s groups, persons with disabilities and local communities was seen by the stakeholders consulted as contributing to interventions that were more contextually appropriate and inclusive. Notably, initiatives such as the FemLink projects in Fiji empowered women’s groups to propose and implement community-driven resilience solutions, such as drainage clean-up²⁴ and a seawall to prevent flooding.

Despite the WRD Programme’s strong intent and thematic relevance, several challenges emerged in translating relevant design into effective action. Stakeholders noted and the evaluation team observed that opportunities existed to further strengthen contextualization and inclusivity in both design and implementation, particularly at national and community levels. For example, some consultations with

rights holders revealed that pre-packaged ideas by the programme partner were brought to the community, resulting in limited ownership and impacting sustainability, such as a green-house that was built by the programme partner but women committee members were not motivated to use or support its maintenance²⁵. In some cases, the perception of pre-identified programme partners narrowed reach, and UN Women reported that smaller grassroots or community-based women’s groups lacked the technical capacity to meet UN Women’s partner requirements. UN Women personnel confirmed that the pool of qualified partners at country level was limited, and smaller CSOs may lack the administrative, financial, and technical capacity to meet UN Women’s rigorous documentation, reporting, and compliance requirements, additionally high staff turnover and limited access to technical expertise further complicate compliance. Combined with the remoteness of Pacific Island communities, this makes genuine “bottom-up” participation challenging and sometimes leading to possible duplication with existing large-scale initiatives that engage the same large NGOs.²⁶

Partnerships with government entities were also hindered by insufficient contextual assessments and overly ambitious terms of reference for technical assistance. Planned support for data processing and IT did not match actual institutional capacities, as many institutions lacked robust information systems, relied on personal computers and faced frequent staff turnover. To maximize impact, future initiatives should prioritize deeper community-driven project design; broaden the pool of partners to include more grassroots and feminist organizations (which may be challenging due UN Women procedures); and ensure technical assistance is tailored to the actual capacities and needs of local institutions. Strengthening mechanisms for genuine local participation and contextual adaptation will be critical to translating the programme’s relevance into meaningful and lasting results.

²³ Desk review and key informant interviews. At the time of the project design, the Pacific island countries ranked among the 15 countries with the highest disaster risk: Vanuatu (rank 1), Solomon Islands (rank 5), Fiji (rank 15), and Kiribati (rank 18) following closely behind. Bundnis Entwicklung Hilft And Ruhr University Bochum – Institute for International Law of Peace and Armed Conflict (IFHV) World Risk Report 2020 <https://reliefweb.int/sites/reliefweb.int/files/resources/WorldRiskReport-2020.pdf>

²⁴ Observed by the evaluation team.

²⁵ Observed by the evaluation team and in KII.

²⁶ One such example was the Australian Humanitarian Partnership which engaged some of the same NGOs as the WRD Programme.

4.2 COHERENCE

Evaluation Question 2.1 To what extent did the WRD Programme achieve internal coherence within UN Women and influence broader UN Women approaches to disaster risk reduction and climate resilience?

Evaluation Question 2.2 To what extent did the WRD Programme ensure external coherence with regional, national and international DRR, climate resilience and development programming to avoid duplication and maximize synergies?

FINDING 3

The programme helped bring some coherence to DRR efforts within UN Women at global scale, despite missing key opportunities for more consistent and long-term strategies to advance gender-transformative DRR internally. However, the prominence of DRR has been modified in the new Strategic Plan 2026–2029, which may affect internal coherence gains on the topic.

UN Women's approach to DRR has evolved significantly across corporate planning cycles (see Table 4). While DRR has consistently been part of the organization's humanitarian and Women, Peace and Security area of work, its prominence has been modified in the new Strategic Plan 2026–2029 as part of efforts to consolidate organizational priorities given overall shrinking funding for development. Earlier plans (2018–2022) explicitly positioned DRR as a core pillar, with clear alignment to the Sendai Framework and measurable targets. The 2022–2025 Strategic Plan introduced a transition towards integrated resilience thinking, embedding DRR within broader risk-informed development agendas while still explicitly including it in the overall impact statement and proving visibility through the Gender Equality Accelerator programming framework.²⁷ The 2026–2029 Strategic Plan embeds DRR under both Women, Peace and Security and Humanitarian Action and Women's Economic Empowerment areas of work, positioning resilience primarily as part of crisis preparedness and recovery. However, explicit mention of DRR in the impact

area statement and its associated Gender Equality Accelerator were removed as part of an overall reduction of programming frameworks.²⁸

The lack explicit DRR references in the new Strategic Plan impact statement may reduce visibility and accountability, which may complicate monitoring against normative frameworks such as the Sendai Framework for DRR targets, and may affect possibilities to mobilize funding and therefore UN Women technical expertise. Coherence could also be affected when different thematic areas of UN Women frame the issues from different perspectives, without a common grounding – such as looking at climate-induced crises and economic resilience through the women's economic empowerment lens, versus a gender and climate security²⁹ angle put forth by the Women, Peace and Security thematic area. The organization is working on the development of internal guidance on integration of disaster prevention and disaster resilience across the Strategic Plan impact/outcome areas and across the triple mandate for UN Women country offices. Yet, the WRD Programme supported global gains may stagnate without continued dedicated DRR technical support.

²⁷ UN Women introduced the "Gender Equality Accelerators" as a programming framework to enhance organizational coherence on key topics, ensuing linkages with the Strategic Plan allowing for global aggregation of results across different contexts, and to support resource mobilization. UN Women's Internal guide to support implementation of Gender Equality Accelerators: [Gender Equality Accelerators. Internal guide_1.docx](#)

²⁸ The number of Gender Equality Accelerators reduced from 10 to 8 for the 2026–2029 Strategic Plan.

²⁹ The Regional Office for Asia and the Pacific's Governance, Peace and Security team issued an internal document proposing a Gender and Climate Security regional outlook and offer for Asia and the Pacific in May 2025.

In collaboration with the Regional Offices for East and Central Africa, the Americas and Caribbean, and Asia and the Pacific, the WRD Programme contributed technical support and advocacy for gender equality in DRR through regional platforms, events and training, including toolkits and capacity-building workshops for officials and professionals.³⁰ The UN Women personnel consulted noted that while

these activities helped raise awareness and build expertise in gender-responsive DRR, they were largely one-off initiatives. To strengthen collaboration with Regional Offices, personnel identified opportunities for more consistent and long-term strategies to advance gender-transformative DRR, which could have contributed to enhancing the potential for coherence and sustainability of efforts internally.

TABLE 4.
Comparison of DRR framing in the UN Women Strategic Plan (overtime)

ASPECT	STRATEGIC PLAN 2018–2021	STRATEGIC PLAN 2022–2025	STRATEGIC PLAN 2026–2029
Strategic framing	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.” DRR is linked to peace, security and humanitarian action.	Impact Area 4: “Women, peace and security, humanitarian action and disaster risk reduction. ” Integrated approaches are emphasized to address root causes of inequality and systems change.	DRR is removed from Impact Area 4 statement: “Women, peace and security, and humanitarian action”. The focus is on building resilient systems that prevent and withstand crises, with gender equality as a core driver of sustainable peace and resilience.
Evolution/ shift	DRR is explicitly included in Outcome 5: Emphasis on enabling environments, mainstreaming gender in DRR and supporting women’s leadership and participation. Focus on technical expertise, partnerships and evidence-based approaches.	DRR is explicitly included in the Impact Area 4: Emphasis on mainstreaming gender in DRR and supporting women’s agency in disaster contexts. Focus on technical support, partnerships and capacity-building.	DRR is embedded within Impact Area 4 “Women, peace and security, and humanitarian action” but not explicitly mentioned. Greater focus on systemic change, integrated resilience and placing women’s leadership at the centre of crisis prevention and response.

Source: evaluation team with Copilot support

The WRD Programme was intentionally designed to foster synergies with the Fiji Multi-Country Office, aiming to complement and build on existing UN Women initiatives such as Markets for Change, the Gender Inequalities of Risk Project and the Women’s Peace and Humanitarian Fund.³¹ In practice, the programme built on established CSO partnerships, while the experience from Markets for Change directly informed the programme’s collaboration with the United Nations Capital Development Fund to develop microinsurance products for women market vendors in Fiji. However, the WRD Programme’s Independent Midterm Review³² highlighted that opportunities

remained to maximize internal synergies, especially as the Multi-Country Office was seeking to expand into new humanitarian and resilience-building areas. The evaluation team noted that the Independent Midterm Review’s recommendations were still relevant, emphasizing the need for ongoing consultations between WRD and other Multi-Country Office teams; systematic mapping of partners and activities to prevent overlap; and continued integration of WRD lessons into new and existing projects, especially in economic empowerment, policy advocacy and community-based resilience.

³⁰ Donor reports

³¹ ProDoc

³² The Independent Midterm Review was issued in February 2024.

FINDING 4

The WRD Programme leveraged key partnerships to enhance coordination for gender-responsive resilience to disasters and climate change. Embedding coordination efforts within existing systems and strengthening coordination at the country level may have enhanced coherence and long-term sustainability.

The WRD Programme has played an important role in convening, influencing and collaborating with UN partners and other diverse DRR partners to mainstream gender in DRR globally and in the Pacific.

Through joint development of action plans, technical support, capacity-building and multi-agency partnerships, the programme has advocated that gender equality and women's leadership are central to UN system DRR efforts and policy frameworks.³³

The WRD Programme actively participated in key coordination mechanisms, such as the UNDRR Inter-Agency Focal Point Group and the Senior Leadership Group on DRR for Resilience. The stakeholders consulted noted that this had contributed to systematically integrating gender into the DRR strategies of 49 UN entities under the UN Plan of Action on DRR for Resilience³⁴.

Through the programme, in partnership with UNDRR and UNFPA, UN Women co-developed and launched the [Sendai Gender Action Plan in 2024](#), following extensive global consultations involving reportedly 70+ Member States and 500+ stakeholders (including women's organizations). The Gender Action Plan is now the global road map for gender-responsive DRR, with UN Women, UNDRR and UNFPA jointly supporting its implementation, monitoring and reporting at global, regional and national levels.³⁵

In partnership with the Global Facility for Disaster Reduction and Recovery, the European Union and the World Bank, UN Women reportedly contributed to the development of gender-responsive, post-disaster

needs assessment methodologies, which are now being used in UN system post-disaster assessments. These tools were socialized through the various WRD Knowledge Hub resources (see Finding 8). The programme also reported advancing inclusive and gender-responsive multi-hazard early warning systems through a strategic partnership with the World Meteorological Organization, UNDRR and other member entities in the Early Warnings For All initiative.

To identify the extent to which UN Women may have influenced the UN system, the evaluation team reviewed³⁶ the gender-responsiveness of the Secretary-General's report on implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030,³⁷ which provides an overview of progress made towards reducing disaster risk and strengthening resilience worldwide. The reports show a clear progression of gender-responsiveness from commitment and planning (2023) to institutionalization and action through the Gender Action Plan (2024), to mainstreaming, monitoring and accountability (2025), with a growing emphasis on sex-disaggregated data, high-level indicators and country-level implementation. UN Women's tools and leadership, facilitated by the WRD Programme, were increasingly referenced in the reports as essential for countries and stakeholders to achieve gender-responsive DRR, especially the Women's Resilience to Disasters policy tracker.

However, stakeholders raised concerns about the duplication of coordination mechanisms and their sustainability without WRD Programme funds. Stakeholders identified missed opportunities for

³³ Key informant interviews, donor reports

³⁴ <https://www.undrr.org/publication/documents-and-publications/2024-progress-report-un-plan-action-disaster-risk-reduction>

³⁵ Donor reports

³⁶ This review was completed with the support of Copilot, which reviewed the series of reports against the gender-responsiveness scale (gender targeted, gender responsive, gender transformative) and compiled references to UN Women.

³⁷ Report of the Secretary-General on the Implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030: 1 August 2023 [United Nations General Assembly, A/78/267](#); 1 August 2024, [United Nations General Assembly, A/79/268](#) 11 August 2025, [United Nations - Headquarters, A/80/333](#)

leveraging existing coordination mechanisms or DRR governance structures at regional (e.g. ESCAP issue based coordination mechanisms³⁸) and country levels (e.g. UN Country Teams) to reduce duplication, support coherence and reduce coordination fatigue. Most WRD-related coordination mechanisms³⁹ (National Programme Management Committees, WRD Board, Community of Practice, Technical Working Groups) were established specifically for the WRD Programme, with terms of reference, membership and agendas tailored to WRD objectives. For example, at the regional level, the WRD Programme supported the establishment of a Gender and Social Inclusion Technical Working Group led by the Pacific Island Forum Secretariat as a contribution to the Pacific Resilience Partnership, but key stakeholders noted that it may not continue to operate with the project closure.

Similarly, at the country level, National Programme Management Committees were established as project-specific structures, rather than leveraging or integrating with existing national DRR or gender coordination bodies.

Stakeholders also pointed to other key programmes or partnerships, where synergies could have been better leveraged to build on each other's work, such as the Australian Humanitarian Partnership funded by DFAT, which brings together Australian non-governmental organizations (NGOs) (including a couple of the WRD programme partners), local CSOs and country

governments in the Pacific to manage disasters more effectively. The evaluation team reviewed⁴⁰ a sample of the Australian Humanitarian Partnership's annual reports, noting that gender is embedded in the programme's design, implementation and monitoring; with a strong focus on women's participation, leadership and empowerment; and has concrete actions to address gender-specific needs in DRR and climate adaptation.

The WRD Programme reported⁴¹ the need for mapping CSOs work on DRR in the region to ensure synergies and avoid overlapping⁴². The evaluation team also identified potential for leveraging synergies with UN Agencies based on a scan of UNDP and UNFPA⁴³ efforts in the Pacific. For example, the UNDP Green Transformation Project, implemented in Vanuatu⁴⁴, could have been complementary to the solar energy and business development efforts of WRD in Vanuatu; and the UNDP and Secretariat of the Pacific Regional Environment Programme (SPREP) Pacific Adaptation to Climate Change (PACC) Programme⁴⁵, which could have built on efforts such as the jointly produced Pacific Gender and Climate Change Toolkit⁴⁶. Several interviewees pointed out there was competition among international DRR stakeholders, particularly at the country level, which may not be conducive to joint efforts and increases the risk of duplication.

³⁸ For example, the "Building Resilience" platform to accelerate action on DRR, climate change adaptation and resilience in the Asia and the Pacific region which is linked with the Sendai Framework and the Paris Agreement on Climate Change: <https://knowledge.unasiapacific.org/regional-architecture/issue-based-coalitions>

³⁹ The WRD Programme team noted that donor expectations and guidance also informed this approach.

⁴⁰ Disaster Ready Annual Summary Level Reports for 2022/23 and 2023/34 were reviewed with the support of Copilot. <https://australian-humanitarianpartnership.org/annual-progress-reports>

⁴¹ In its Annual Report for 2023 and risk register annexed to the 2024 annual donor report. The Mid-term review of the WRD Programme issued recommendation related to strengthening coherence/reducing duplication.

⁴² There was no mapping document shared with the evaluation team.

⁴³ [UNFPA Asia and the Pacific | Solutions for inclusive disaster risk reduction](#)

⁴⁴ UNDP Vanuatu Green Transformation Project: <https://www.undp.org/pacific/projects/green-transformation-project>

⁴⁵ [Pacific Adaptation to Climate Change \(PACC\) Programme | Pacific Environment](#)

⁴⁶ [New toolkits help incorporate gender equality into climate change and energy projects | Pacific Environment](#)

4.3 EFFECTIVENESS

Evaluation Question 3.1 To what extent has the WRD Programme influenced the institutionalization and adoption of gender-responsive disaster prevention, preparedness and recovery frameworks, systems and tools among DRR and climate-resilience counterparts at country, regional and global levels?

Evaluation Question 3.2 How has the WRD Programme contributed to increased disaster and climate resilience among women and girls, including enhancing their ability to advocate for their rights, influence policies and take leadership roles?

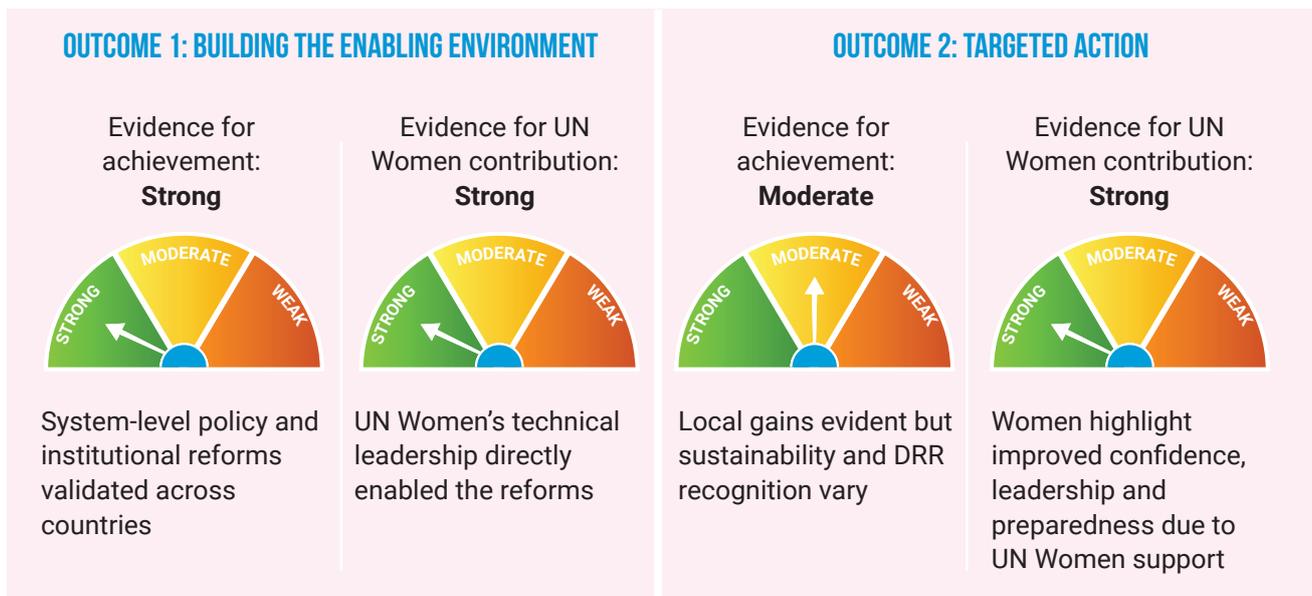
Evaluation Question 3.3 To what extent has WRD-supported women’s businesses adopt climate and disaster-resilient strategies that enhance their economic security and sustainability?

Evaluation Question 3.4 To what extent has the WRD Programme’s approach to partnership and localization been effective in achieving programme objectives and strengthening local capacity for sustained gender-responsive DRR?

Figure 3 illustrates the contribution analysis conducted by the evaluation team. The analysis demonstrates that the WRD Programme has made strong and verifiable contributions to system-level change (Outcome 1) and moderate but meaningful progress in strengthening targeted action for women’s disaster and climate resilience (Outcome 2). Findings 5, 6 and

7 below explain this effectiveness assessment which reflect the strength of evidence assessed against predefined criteria (see Annex 6.6), which distinguish between strong, moderate, and weak evidence for both outcome-level achievement and UN Women’s contribution.

FIGURE 3:
Contribution analysis for outcome 1 and outcome 2 of the WRD programme



Source: developed by the evaluation team

FINDING 5

The WRD Programme has made substantial progress in institutionalizing gender-responsive disaster prevention, preparedness and recovery in policy frameworks, action plans and tools at global, regional and national levels. However, implementation was highly reliant on personnel engaged through the programme.

The WRD Programme was effective in embedding gender equality and social inclusion within global, regional and national DRR and climate-resilience policies. The evaluation has validated that this

contributed to Outcome 1 by advancing progress across its outputs 1.1 – 1.5 (Box 1), however, there was no consistent outcome indicator⁴⁷ monitoring.

BOX 1.

Outcome 1 and outputs related to progress in policy frameworks

Outcome 1: More countries, regional initiatives, and UN agencies use prevention, preparedness, and recovery policy frameworks, systems, processes, and tools, which are gender-responsive and implemented as a result of local women's and girls' advocacy	1.1 Increased knowledge and access to tools
	1.2 Capacity development for women's leadership
	1.3 Capacity development for gender-responsive frameworks
	1.4 Community of practice, strategic networking & partnerships
	1.5 Gender-responsive coordination mechanisms

source: compiled by the evaluation team based on the produc

At the global level, in collaboration with UNDRR and UNFPA, the programme initiated and informed the Sendai Framework Gender Action Plan, providing concrete guidance for integrating gender perspectives into global DRR governance, planning and monitoring (see Finding 4). The programme provided contributions to the Paris Agreement Gender Action Plan and United Nations Framework Convention on Climate Change processes, ensuring policy consistency and alignment with broader global frameworks.

Stakeholders noted that the programme's approach to mentoring and supporting leadership of women from the Pacific into regional and global normative spaces helped influence the gender responsiveness of key global DRR and resilience agendas (see Finding 6).

At the regional level, the WRD Programme supported the deepening of integration of gender and social inclusion in the Pacific resilience architecture, such as through its partnership with the Pacific Island Forum Secretariat which led the establishment of a regional coordination mechanism – the Gender and Social Inclusion Technical Working Group (see Finding 1 and 2). For example, this coordination mechanism supported networking between Pacific Islands to advocate that a gender perspective was highlighted in the COP 29 in Azerbaijan⁴⁸. Another example is that the programme's support enabled Vanuatu's leadership in international negotiations, contributing to its recognition as one of the few Pacific countries reporting progress on the United Nations Framework Convention on Climate Change Gender Action Plan.⁴⁹

At the national level, the WRD Programme contributed to key policy results and enhanced institutional performance across participating countries. According to the stakeholders consulted, in Fiji, embedding a gender and inclusion consultant within the National Disaster Risk Management Office contributed day-to-day technical support and enabled the integration of gender, equity, disability and inclusion into core DRR legislation and plans, including revisions of the

⁴⁷ The outcome 1 indicators changed between 2023 and 2024 and data was not systematically collected.

⁴⁸ While official statements were not reviewed, the Assistant Minister for Women, Children and Social Protection, Sashi Kiran, spoke at a COP29 panel titled "Empowering Women for Climate Resilience in the Pacific" (organized by Kiribati with UN Women) where Fiji's gender-responsive actions for climate resilience were highlighted.

⁴⁹ Donor reports and key informant interviews

National Disaster Management Act and DRR Policy. Stakeholders involved in this partnership also noted that a disability-inclusive DRR toolkit and strengthened coordination between ministries were achieved through quarterly inter-ministerial meetings chaired at the Permanent Secretary level.

In Vanuatu, the WRD Programme reported contributing to the review of the National Disaster Plan, Displacement Policy and Community Disaster Risk Reduction Framework, embedding gender and protection across ministries. Guidelines for Community Disaster and Climate Change Committees institutionalized women's participation and inclusion of persons with disabilities in local preparedness and recovery and contributed to the establishment of 200 committees.⁵⁰

In the Solomon Islands, the stakeholders involved noted that the WRD Programme built capacity and coordination across ministries, enabling previously

fragmented DRR efforts to operate cohesively, embedding gender in national training, assessment and planning tools. Similarly, in Kiribati, stakeholders highlighted that the programme enhanced the National Disaster Management Office's capacity in data collection, analysis and communication, producing inclusive outreach materials and a Climate-Smart Community-Based DRR Manual, raising public awareness and increasing women and girls' participation in preparedness and early warning systems.

Across countries, UN Women reported approximately 972 government officials, NGOs and CSOs were trained in gender-responsive DRR and the collection and use of sex, age and disability disaggregated data, while development of a DRR and disability training manual and review of the Community-Based DRR Toolkit were undertaken with the Pacific Disability Forum.

FINDING 6

The WRD Programme's approach to building women's leadership in disaster and climate resilience demonstrated the power of connecting local and global action. Despite limited numbers reached, local experiences informed global policy, while globally agreed actions were championed by empowered leaders at the national and community level, resulting in stronger leadership and more gender-responsive, policies and/or actions.

The WRD Programme advanced women's leadership in DRR and climate resilience, particularly at the global level, contributing to Outcome 1, output 1.2⁵¹ and across participating programme countries, contributing to Outcome 2 (see Annex 10 for detailed UN Women results reporting). The visibility and influence of women's organizations and leaders were strengthened in policy development, disaster governance and community-resilience efforts. Key strategies included training, mentoring, facilitating networks, targeted interventions, and technical advice and advocacy to build women's confidence in contributing to DRR and climate-resilience forums. These strategies have contributed to empowering women to take on leadership roles, advocate for gender-responsive approaches and drive local and national resilience initiatives (see Figure 4).⁵²

The programme's support for regional and global advocacy has amplified Pacific women's voices in international forums.⁵³ For example, stakeholders pointed to Pacific women's organizations playing a key role in shaping the Sendai Framework Gender Action Plan, contributing technical input, advocacy and lessons learned from the Pacific; and ensuring the Gender Action Plan addressed the specific needs of women, girls and marginalized groups in disaster-prone communities and advocating for its adoption.

A key strategy of the WRD Programme was facilitating the active participation of 56 Pacific women leaders from Fiji, Kiribati, Solomon Islands and Vanuatu in major international and regional policy forums,⁵⁴ e.g. the Asia-Pacific Ministerial Conference on Disaster Risk Reduction, COP29, Commission on the Status of

⁵⁰ Donor reports

⁵¹ Approximately US \$1.1 million was dedicated to Output 1.2 Women's organisations have enhanced capacity to advocate, lead and engage in disaster risk reduction and resilience building – representing approximately 17 per cent of the total expenditure between 2021-2024.

⁵² Based on interviews, focus group discussions and UN Women reports

⁵³ Key informant interviews and donor reports

⁵⁴ The WRD Programme reported supporting 25 Pacific advocates

Women 68 and the Fourth International Conference on Small Island Developing States (See Box 2).⁵⁵ At these events, women leaders advocated for gender-responsive DRR frameworks and sustainable climate adaptation policies. They shared evidence-based solutions; highlighted the vulnerabilities and priorities of Pacific communities; and called for equitable access to climate finance and technical support. Figure 4 outlines the WRD Programme’s good practice strategy in line with the approach identified in the tool developed by the programme: Assessing Women’s Leadership in Disaster and Climate Resilience: Assessment Framework and Tools” (February 2022).⁵⁶ The evaluation team identified progress across the framework’s six areas,⁵⁷ including not only funding women’s participation, but actively mentoring, facilitating networking and technical inputs leading to women leaders’ meaningful participation in international forums. In some cases, shared with the evaluation team, empowered women leaders have returned to their countries and found new opportunities in the DRR and climate space, opportunities they believe would not otherwise have been available to them. One woman leader in Vanuatu shared that thanks to her participation at the COP she was invited to participate in the Board of the National Green Energy Fund, the National Advisory Board on Climate Change and Disaster Risk Reduction and other key climate and DRR spaces.

Despite progress through WRD Programme initiatives, stakeholders noted that cultural norms and male-dominated leadership structures in many Pacific communities continue to limit women’s meaningful participation in decision-making on DRR at national and subnational levels. The evaluation consultations with women identified that women have gained valuable knowledge and confidence, yet the limited safe, supportive spaces available and persistent gender

barriers prevent them from exercising meaningful leadership.⁵⁸ Respondents emphasized the need for continued and expanded leadership training, financial literacy and advocacy to build confidence and credibility. Opportunities for peer learning and cross-country exchanges were highlighted as critical for strengthening women’s networks and collective voice.

BOX 2.

Examples of Pacific women’s participation at global and regional forums

- At the 2024 Asia–Pacific Ministerial Conference on DRR in Manila, nine gender advocates from women’s organizations participated in key sessions, including the Pacific Gender Champions and Experts Event, and presented community-driven resilience solutions.
- At COP29 in Baku, six representatives contributed to the “Empowering Women for Climate Resilience in the Pacific” side event, championing gender-responsive climate policies and adaptation strategies.
- At the Fourth International Conference on Small Island Developing States in Antigua and Barbuda, Pacific women’s organizations helped draft the Gender Forum Communique and delivered statements recognizing women as change agents and first responders in climate crises.

Source: reported by UN Women

While some positive shifts have occurred, such as women’s committees being formally recognized and male champions supporting inclusion, progress remains fragile. Sustained engagement with community leaders, including men, is essential to avoid backlash and ensure cultural acceptance. Overall, while the WRD Programme has laid a strong foundation for women’s leadership in DRR, continued investment in capacity-building, inclusive governance and advocacy is essential to overcome the remaining barriers and ensure lasting impact.

⁵⁵ UN Women donor reports and interviews

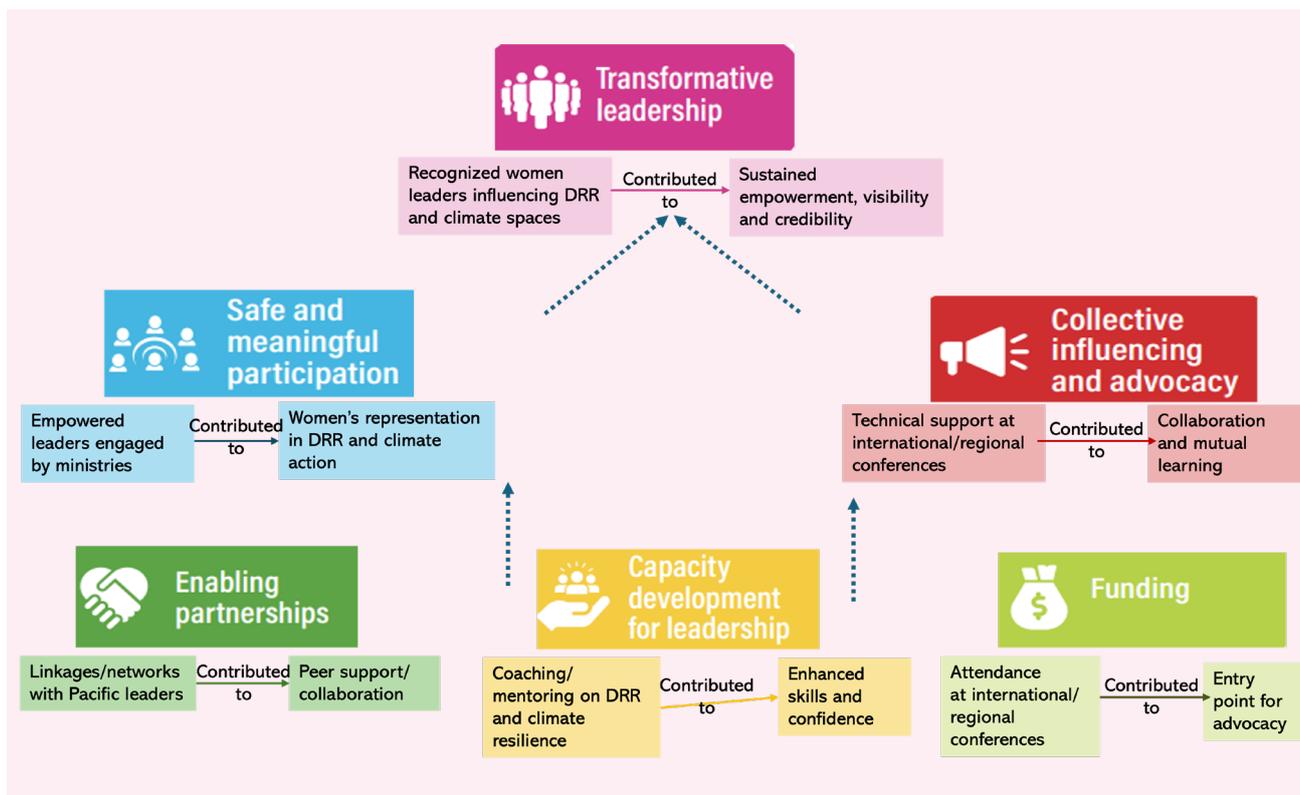
⁵⁶ UN Women and partners, Assessing Women’s Leadership in Disaster and Climate Resilience: Assessment Framework and Tools, February 2022; [UN Women Final Framework and Tools final.pdf](#)

⁵⁷ The framework outlines six key areas of assessment: Transformative leadership, Safe and meaningful participation, Collective influencing and advocacy, Enabling partnerships, Capacity development for leadership and Funding.

⁵⁸ Barriers to women’s meaningful participation is substantiated by research conducted by UN Women and others. For example the Gender Equality Briefs produced by UN Women: [UN WOMEN VANUATU.pdf](#) and [UN-WOMEN-KIRIBATI 0.pdf](#)

FIGURE 4.

WRD Programme’s Good Practice Strategy for Advancing Women’s Leadership in Disaster and Climate Resilience



Source: developed by the evaluation team based on the evaluation evidence and applied to the framework outlined in UN Women publication: *Assessing Women’s Leadership in Disaster and Climate Resilience: Assessment Framework and Tools*

FINDING 7

Community-based initiatives varied in scope and scale, enabling pilots of diverse approaches. While most contributed to resilience⁵⁹ in the short term, linkages to DRR were largely conceptual and not fully recognized by rights holders. The absence of a confirmed approach for subsequent phases limited the sustainability of these efforts. Seeds were planted, but without continued support and clear pathways for scale-up, their potential impact may not be realized across the board.

The WRD Programme implemented a wide range of economic and resilience-building activities at the community level across Fiji, Kiribati, Solomon Islands and Vanuatu. These included livelihood training (e.g. soil improvement, farming, food preservation and sewing); support for women-led businesses and

entrepreneurship (e.g. solar-panels for small markets); and included WASH solutions (e.g. commode construction), early warning systems and financial tools such as parametric insurance in collaboration with the [United Nations Capital Development Fund](#) (see Figure 5).

⁵⁹ As noted in the background section, this evaluation adopted the definition utilized by the WRD programme: *A context specific ongoing process of: 1) capacity development that enables women and girls to be more resilient; 2) behaviour change, allowing women and other stakeholders to recognise and manage risk as integral to daily decision making and practice; and 3) political economy, governance and systems change to enable gender-responsive and inclusive resilience, which addresses the underlying drivers of vulnerability; which together result in development outcomes (development gains and improvements in well-being) despite risks, shocks, or threats.*

Evidence from both evaluation data collection and programme reports shows that these initiatives boosted women's confidence, leadership and community standing, while also enhancing disaster preparedness and short-term resilience improved food security, income opportunities, enhanced self-sufficiency and increased economic independence for women. Notably, activities such as sewing, agriculture, solar energy and microinsurance demonstrated that, with access to practical skills, resources and collective support, women can strengthen their families' economic security and disaster readiness. In some cases, these efforts also enabled women to assume new roles within their communities.⁶⁰

Despite this progress, the stakeholders consulted noted the sustainability of these gains was limited by recurring challenges: financial tools (loans or insurance premiums) had affordability and uptake challenges; technical and maintenance difficulties; and market limitations affected the viability of some activities. For instance, some Fijian women participating in the parametric insurance intervention expressed concern about annual insurance contributions and limited payouts, underscoring the need for continuous engagement and education to sustain trust and participation. Similarly, women-led microenterprises in Vanuatu, Kiribati and the Solomon Islands faced market access and logistical barriers given their remote locations that limited income potential.

One-off training in some cases, frequent staff turnover, leadership changes and lack of follow-up undermined the sustainability and reach of many initiatives; while climate-induced shocks and disruptions from disasters or political events impacted programme continuity; and social and cultural norms continued to limit women's meaningful participation. The WRD Programme transparently reported⁶¹ on these challenges and monitored these risks through the risk register.

The evaluation evidence highlights that common strategies supported the most potential for sustained impact, e.g. where practical skills were combined with ongoing support and follow-up, market access and strong community-driven partnerships. Initiatives such as the parametric insurance for women market vendors in Fiji; solar loan schemes through Vanwods in Vanuatu; and micro-grants for women-led businesses in Naivikini in Fiji gave women practical tools to manage risk and strengthen household security. In some cases, such as the Vanuatu solar initiative, women successfully repaid loans and used the profits for school fees or business expansion, showing clear potential for financial sustainability. However, these models still rely on supporting communities with ongoing awareness about the benefits of DRR actions, ability to maintain assets provided (i.e. solar panels and freezers), and ensuring affordability of the products (i.e. parametric insurance, etc.).

⁶⁰ It should be noted that the evaluation relied on anecdotal evidence from FGDs and rights-holder consultations, triangulated with partner reports. The WRD Programme indicators were activity-based (e.g., training numbers, self-reported capacity) and quantitative data to measure outcomes, like behavior change or income change, were not collected. Future programmes should enhance indicators that measure outcomes level results, and ensure partners have capacities to collect this information.

⁶¹ Annual donor reports.

FINDING 8

The WRD Knowledge Hub is a global platform for gender and disability-inclusive DRR and climate-resilience resources, offering high-quality, adaptable content. However, improved outreach, regional relevance, usability, timely updates and a clear sustainability plan are required.

The WRD Knowledge Hub⁶², including its Expert Registry,⁶³ Community of Practice,⁶⁴ WRD Newsletter,⁶⁵ LinkedIn Hub⁶⁶ and Policy Tracker⁶⁷ was a key part of the WRD Programme's strategy for knowledge-sharing, capacity-building and policy advocacy. The WRD knowledge hub website: wrd.unwomen.org aimed to provide a "one-stop shop" for all gender-related disaster and climate resilience knowledge.

The WRD Knowledge Hub⁶⁸ had a wide reach with almost 500,000 visits reported during the programme's lifespan and respondents to the evaluation survey noted the high-quality products⁶⁹ and application of knowledge⁷⁰ in their communities or workplace.⁷¹ The Policy Tracker⁷² included 181 national and regional gender-responsive frameworks on inclusive policy progress in DRR and resilience from 193 UN Member States. As noted under Finding 4, the resource was cited in the Report of the Secretary-General on the Implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030. However, the evaluation survey results identified lower usage of the policy tracker among respondents (see Box 3 for key survey findings).⁷³

Approximately 40 per cent (N=47/117) of respondents to the evaluation survey had accessed the Community of Practice, with mixed feedback. Only 38 per cent (N=18/47) perceived clear value and would promote the Community of Practice, while 26 per cent (N=12/47) were dissatisfied, reflecting limited overall benefit. This highlights the need to improve engagement and better demonstrate the Community of Practice's value. UNDRR noted that the Community of Practice, which was housed on its website [preventionweb](https://cc.preventionweb.net/wrd-community), operated more as a broadcast list rather than a community, which may explain the feedback. UNDRR also noted concerns about its sustainability given that the site is dependent on UN Women's ability to continue the broadcasts.

The overall sustainability of WRD Knowledge Hub resources is unclear: without programme continuity at the global level, it is unclear who will manage the hub in the future and whether UN Women will continue to invest in these resources. UN Women personnel noted that the humanitarian section is considering allocating some funds in 2026 for the Knowledge Hub and will be developing a sustainability plan in collaboration with DCA.

⁶² <https://wrd.unwomen.org/>

⁶³ UN Women reported 87 WRD Experts from all regions of the world and covering 32 languages and the 18 topics in the WRD thematic framework.

⁶⁴ Accessible on a site hosted by UNDRR: <https://cc.preventionweb.net/wrd-community>. UN Women reported 225 active CoP members.

⁶⁵ The newsletter was distributed via email. UN Women reported 350 subscribers.

⁶⁶ [Women's Resilience to Disasters | LinkedIn](#) UN Women reported it was launched in 2023 with 587 followers.

⁶⁷ The WRD Policy Tracker follows the progress developing gender-responsive and inclusive legal, policy, and planning frameworks in 193 UN Member States: <https://wrd.unwomen.org/practice/resources/wrd-policy-tracker>

⁶⁸ <https://wrd.unwomen.org/>

⁶⁹ Of survey respondents that accessed the Knowledge Hub, 47 per cent (n= 29/62) rated it the highest quality score.

⁷⁰ Of survey respondents that accessed the knowledge hub, 35 per cent (n=22/62) applied the knowledge and skills gained in their communities or workplaces doing so 'often' and a further 22 per cent (n=14/62) always applying what they learned.

⁷¹ Google Analytics reported by UN Women for the period Feb 2022 - Jun 2025.

⁷² <https://wrd.unwomen.org/practice/resources/policy-tracker>

⁷³ Only 26 per cent (n=30/117) of respondents accessed WRD policy tracker.

BOX 3.**WRD Knowledge Hub stakeholder survey findings**

- Of the WRD Programme's various global online resources, the WRD Knowledge Hub was the most accessed resource with 53 per cent of all respondents accessing the hub (n=62/117). These users were primarily CSOs (29 per cent of respondents that accessed the Knowledge Hub, n=18/62), followed by academia (16 per cent, n=10/62).
- The WRD Knowledge Hub is widely regarded as having high quality products, as rated by almost half of respondents accessing the hub (47 per cent, N= 29/62). Respondents noted that they used the resources to support gender mainstreaming and programme design.
- Engagement with other WRD tools was lower among respondents, e.g. only 26 per cent (N=30/117) of respondents had accessed the Policy Tracker.
- Community of Practice participation had mixed results: while 38 per cent (N=18/47) were strong advocates, 26 per cent (N= 12/47) reported dissatisfaction, highlighting the need for improved engagement and interactive learning.
- 37 per cent (n=43/117) of all survey respondents affirmed that WRD resources significantly improved their understanding of gender-responsive approaches to DRR and climate resilience.

Recommendations to enhance WRD Knowledge Hub resources include:

- **Visibility, access and dissemination (17 per cent, N=16/89):** Expand outreach and make WRD resources easier to find and use, especially for regional and national practitioners.
- **Regular updates and content relevance (13 per cent, N=12/89):** Provide timely, context-specific information aligned with emerging DRR and climate resilience priorities.
- **Webinars, networking and engagement (11 per cent, N=10/89):** Increase interactive opportunities for peer learning and global knowledge exchange.
- **Inclusion and localization (10 per cent, N=8/89):** Enhance representation of local actors and contexts in WRD resources.
- **Platform functionality and user experience (6 per cent, N=5/89):** Address minor technical issues and improve navigation and search features.
- Overall, WRD resources were relevant and of high quality, but required greater outreach, regional adaptation, usability enhancements and timely updates aligned with emerging DRR and climate priorities.

FIGURE 5:

Challenges and gains from economic and resilience-building activities implemented by the WRD programme

CHALLENGES	ACTIVITY TYPE	GAINS
<ul style="list-style-type: none"> → Lack of tools and materials → Technical issues with machines → Limited market access → One-off training, little follow-up 	<p style="text-align: center;">SEWING AND TEXTILES</p> 	<ul style="list-style-type: none"> → Built practical skills → Enabled limited income generation → Provided disaster-relevant products → Fostered peer-to-peer training and community sharing
<ul style="list-style-type: none"> → Crop failure due to weather → Market access issues → Greenhouse maintenance challenges → Not all women included 	<p style="text-align: center;">AGRICULTURE/FOOD SECURITY</p> 	<ul style="list-style-type: none"> → Improved food security → Home and group sales enabled → Supported nutrition and savings → Seed banks: biodiversity and local adaptation
<ul style="list-style-type: none"> → High upfront costs/loans → Maintenance and technical issues → Equipment not always fit for purpose → Loan burden for poorest 	<p style="text-align: center;">SOLAR PANELS/FREEZERS</p> 	<ul style="list-style-type: none"> → Reduced energy costs → Enabled new/expanded businesses → Improved disaster preparedness → Provided some financial literacy and business skills
<ul style="list-style-type: none"> → Costs and access to materials → Market access → Need for spousal approval → Limited scale 	<p style="text-align: center;">JEWELLERY/ HANDICRAFTS</p> 	<ul style="list-style-type: none"> → Built creative and business skills → Provided alternative income → Fostered group solidarity and confidence
<ul style="list-style-type: none"> → Unmet expectations (no payout) → Strict payout criteria → Scepticism and drop-out → Affordability issues 	<p style="text-align: center;">PARAMETRIC INSURANCE</p> 	<ul style="list-style-type: none"> → Provided safety net for disasters → Supported business and family recovery → Encouraged savings and investment habits
<ul style="list-style-type: none"> → Logistics and labour shortages → Market for recycled goods limited → Need for ongoing support 	<p style="text-align: center;">COMPOSTING/RECYCLING</p> 	<ul style="list-style-type: none"> → Promoted environmental awareness → Reduced waste and improved community health → Enabled small-scale income and community projects
<ul style="list-style-type: none"> → Limited support for group models → Sustainability concerns → Not all women included 	<p style="text-align: center;">GROUP BUSINESSES</p> 	<ul style="list-style-type: none"> → Increased collective bargaining power → Enabled access to larger markets → Built social capital and mutual support
<ul style="list-style-type: none"> → Training often one-off → Lack of follow-up → Social/cultural barriers → Not all women reached 	<p style="text-align: center;">GENERAL/OTHER</p> 	<ul style="list-style-type: none"> → Increased confidence and leadership → Improved community respect for women → Enhanced disaster preparedness and resilience

Source: developed by the evaluation team based on the team observation, interviews and focus group discussions with rights holders and desk review of partner reports

4.4 ORGANIZATIONAL EFFICIENCY

Evaluation Question 4.1. To what extent have the WRD Programme's financial and human resources been strategically allocated and utilized efficiently to achieve the expected outputs and outcomes?

Evaluation Question 4.2 To what extent have the WRD Programme's management model and governance structures been efficient in supporting delivery of expected results, particularly considering the value add and challenges of operating as a global programme?

FINDING 9

Although the WRD Programme offered important global benefits, its global programme architecture may have added complexity and cost without fully realizing the intended gains.

The intended value of WRD as a global programme was to influence global norms, share knowledge, mobilize resources and amplify Pacific voices. The Pacific was selected as a demonstration region due to its vulnerability and policy gaps, with the expectation that the lessons, tools and evidence generated would inform global advocacy and future replication elsewhere. The global component was designed to provide technical support, advocacy and knowledge management.⁷⁴

While the WRD Programme achieved notable policy influence at global, regional and national levels (see Finding 5), UN Women personnel and partners questioned whether these achievements required global programme architecture. Some UN Women personnel shared that the programme's global ambitions were not fully achieved and opportunities for broader cross-regional engagement were not fully leveraged (see Finding 2). Yet, the WRD Programme team also noted that the scope and resourcing of the programme did not allow for a stronger focus on cross-regional engagement. Coordination between global, regional and country teams was generally supportive with regular meetings; however, the large size of the programme and time zone differences constrained follow-up and validation of results. While the global component enabled the WRD Programme to shape international agendas; build and leverage UN Women's technical expertise; and amplify Pacific voices in global forums, which may not have been possible through a Pacific-only approach, some stakeholders questioned whether the same policy influence could have been

achieved by leveraging existing regional mechanisms and partnerships, without the added complexity and resource demands of a global structure.

The governance structure,⁷⁵ though comprehensive, was perceived as overly complex. New committees were established rather than leveraging existing coordination mechanisms, resulting in additional administrative burden and, at times, duplication of efforts. The WRD Programme team explained that they chose to establish these new structures to enhance operational efficiency, noting that the existing mechanisms served a different purpose. On the other hand, stakeholders, including government partners, expressed a preference for using established national and regional gender and/or DRR mechanisms to promote efficiency, reduce fragmentation and strengthen ownership. The projectized approach, reinforced by the WRD Board and national committee structure, contributed to some limits in the potential for sustainability and integration of the programme's objectives into existing coordination mechanisms. The WRD Programme team noted that the donor expectations also shaped the governance structure.

Finally, UN Women and DFAT personnel consulted noted that deeper and more regular bilateral partnerships at the local level could have enhanced communication and ownership, particularly across DFAT's structures.⁷⁶ This may also have led to better synergies between UN Women and DFAT-funded efforts across the Pacific.

⁷⁴ WRD ProDoc

⁷⁵ The governance structure included the WRD Board, four national programme committees and bilateral donor meetings. This was complemented with regular team meetings.

⁷⁶ This challenge was also reported in the donor reports (e.g. 2023) and part of the risk monitoring section.

FINDING 10

Operational efficiency was affected by complex partner management, which may have strained resources and slowed implementation. While gaps in results-based management were caused by weak monitoring capacity, an overly complex results framework and inconsistent support to partners limited timely reporting and effective tracking of results.

Managing diverse partners at multiple levels enabled innovation and broad reach, but added complexity, stretching financial and human resources. The Fiji Multi-Country Office managed at least 12 partner agreements, not including the (approximately) seven consultants hired to support government entities (National Disaster Management Offices and Ministries of Women) and another 60 collaborating partners. Each partner agreement had a unique workplan, deliverables and time frames for payment adding to the complexity.

The evaluation team's review of partner agreements revealed delays in partners' financial reporting to UN Women (average 4.7 months). Financial processes were slow, with instalment payouts averaging 7.6 months from the instalment due date and often below agreed amounts; gaps between agreement start dates and first instalments averaged 98 days. Some partners reported using their own reserves due to these delays. The WRD Programme team explained that contributing factors for the delays were UN Women's change of financial systems from Atlas to Quantum, weak partner capacities and sometimes a lack of understanding or mismatch of expectations of partners with respect to the financial reporting requirements. The WRD Programme team recognized these challenges and proactively mitigated risks related to partner capacities and transparently reported this in donor reports.⁷⁷

In its ProDoc, the WRD Programme committed to allocating 40 per cent of overall resources to women's organizations and partners (amounting to approximately US\$ 3.3 million⁷⁸). The evaluation team calculated that 35 per cent of total programme expenditures went to partners between 2021-2024⁷⁹, and analysis of the allocations by partner type identified that approximately 13.5 per cent of total programme expenditure that was allocated to partners considered by the evaluation team to be local women's organizations or local CSOs.⁸⁰ When so many partners are engaged, overall resources going to target groups can also diminish. This is because although each partner may have reasonable personnel and management fees, when aggregated across partners these fees may add up significantly.

The evaluation team's review of six partner agreements showed differences in budget allocations, with most partners prioritizing personnel and operational costs, on average, partners allocated 41 per cent of the budget to program management, indirect cost, and personnel (including consultants), while investment in monitoring was absent or minimal⁸¹ and half of the budget (53 per cent) was allocated to "community activities" (e.g. training/workshops, solar system, sewing machine). In some cases, less than half of the budget was allocated to community activities. While a diversity of partner approaches is understandable, it also may introduce complexity in the management and oversight of partners and increases the risk that resources are not as efficiently and effectively utilized as they could be.

⁷⁷ For example, the 2023 donor report noted that the programme would step up the targeted support provided to partners, particularly local NGOs, for completing the mandatory requirements, and recognized that close monitoring and supervision would be needed during the entire period of established partnerships.

⁷⁸ Calculated based on UN Exchange rate 14 November 2025 (1 US\$ = 1.53 AUD\$)

⁷⁹ Based on Partnership liquidation and expenditure data provided by project team, US\$ 2,244,501.76 has been paid to partners. The partner types included: International Non-Governmental Organizations, Government, UN Agency, Local CSOs, and consultants that were placed in the Government. Figure 3 has the expenditure breakdown by partner type.

⁸⁰ Of total programme expenditures, approximately 13 per cent went to INGO, 8 per cent went to government (1 per cent to government institution and 7 per cent to consultants who sit in government institutions), and 1 per cent went to a UN agency.

⁸¹ On average, partners allocated 19 per cent of the total budget for personnel, 5 per cent for equipment and materials, 17 per cent for support costs, travel costs, indirect and overhead costs. One partner included 3 per cent of the total budget for organizational capacity-building. Two partners included specific budget for monitoring and communication: one partner allocated 15 per cent of the total budget and one partner allocated 3 per cent of the total budget.

WRD Programme personnel noted that there was turnover at both regional and country coordinator levels, across all countries, and even within the Fiji Multi-Country Office. Recruitment processes were reported to be lengthy⁸² and difficulties in identifying qualified candidates were reported by the WRD Programme.⁸³ Personnel reportedly had to juggle multiple responsibilities, impacting efficiency. This disrupted partner relationships, requiring reorientation and leading to time and administrative burdens.

Results-based management was similarly affected. The absence of a Global Monitoring and Evaluation Officer until late in the programme affected the tracking and consolidation of results. While support was provided by other staff, personnel acknowledged that this was insufficient for programme needs.⁸⁴ The Independent Midterm Review also identified that the results framework had too many indicators, with some lacking standardized definitions or being redundant. The Independent Midterm Review recommended streamlining indicators, clarifying definitions and revising targets and timelines for more effective monitoring and reporting. The evaluation team identified that outcome level indicators were still not clearly defined or monitored consistently during the programme, with Outcome 1 indicators changing in 2023.

The Independent Midterm Review also highlighted the need for rigorous mentoring and support to CSOs, including joint planning, regular progress reviews, field visits and annual performance assessments, with a focus on building capacity in monitoring, evaluation and reporting. However, this was not undertaken consistently across the countries.⁸⁵ Limitations in partners' monitoring and reporting capacities and the limited support from UN Women also contributed to delays in the submission of partners' narrative and financial reports.⁸⁶ Country-level monitoring approaches relied heavily on partners with limited capacity, and validation by UN Women was inconsistent across countries. Capacity-building for CSOs in monitoring, evaluation and reporting was reportedly carried out, but follow-up and continued support were requested.

The WRD Programme established monthly progress review meetings involving national, regional and global staff; however, some stakeholders noted that vertical coordination between the global team, Fiji Multi-Country Office and country units could have been more harmonized and streamlined.

⁸² KIIs and Annual Report 2022.

⁸³ Annual report 2023 identified recruitment as a key challenge as part of its risk monitoring.

⁸⁴ The WRD Programme noted that 20 per cent allocation for M&E officer was approved by the Programme Manager, which was used by the Fiji MCO to finance communications work, while the Fiji MCO M&E Officer provided minimal support to the WRD Programme. However, the evaluation team could not find any documented evidence of this in the WRD annual reports. The MTR noted that "support provided by the M&E and Communications officers of the MCO for one workday per week ...is insufficient."

⁸⁵ Key informant interviews and review of partner reports

⁸⁶ Based on the evaluation team's review, of 15 financial and narrative reporting schedules, 12 narrative reports and 12 financial reports were received after the due date. On average, the gap between the due date and the date of submission of partners' narrative report was 93 days (three months) and 142 days (4.7 months) for financial reports.

4.5 HUMAN RIGHTS AND GENDER EQUALITY

Evaluation Question 5.1. To what extent were the perspectives and needs of the most marginalized groups meaningfully integrated into WRD Programme design and implementation, ensuring inclusive and intersectional approaches?

Evaluation Question 5.2 How effectively did the WRD Programme embed human rights-based and gender-transformative approaches in its design, implementation and monitoring, including accountability mechanisms for rights holders and duty bearers?

FINDING 11

The WRD Programme took an intentional approach to the inclusion of diverse groups in DRR and climate resilience, particularly reaching people from the lowest income brackets, rural areas and ensuring disability inclusive perspectives were integrated into programmatic actions.

The evaluation team assessed the gender responsiveness⁸⁷ of the WRD Programme ProDoc noting that the design was considered gender responsive, ensuring inclusive approaches across all groups, with transformative elements for disability and rural inclusion (see Figure 6). The ProDoc articulated a strong commitment to intersectionality, local ownership and systems change. Disability and rural inclusion were mainstreamed and supported by robust partnerships and capacity development. LGBTIQ+ inclusion was recognized and targeted but could be further strengthened for full transformative impact. Other marginalized groups were included through intersectional approaches and tailored activities.

The stakeholders consulted noted that strategic partnerships with organizations representing marginalized groups were instrumental in advancing a human rights-based approach to gender-responsive DRR and climate resilience in the Pacific. For example, the partnership with the Pacific Disability Forum was instrumental in shaping regional strategy, policy, capacity-building and advocacy for disability-inclusive disaster resilience, resulting in strengthened policy frameworks, practitioner skills and support for community engagement across the Pacific. A concrete example of this is the 10-year

Disability-Inclusive Resilient Development Strategy for the Pacific led by the Pacific Disability Forum.⁸⁸ The stakeholders consulted noted that the strategy will be an essential tool for advocacy and concrete benchmarks for mainstreaming disability inclusion in regional DRR and climate-adaptation policies for years to come. The stakeholders involved highlighted that UN Women's technical support strengthened the quality and credibility of the strategy. The strategy was reported to be well grounded in evidence, combining existing data from the Pacific Disability Forum with new gender and inclusion analysis generated through the WRD Programme.

These partnerships were also instrumental in advancing disability inclusive policies at the country level, with stakeholders noting and the programme reporting the following key achievements:

- Fiji revised its National Humanitarian Policy to include sex, age and disability disaggregated data in disaster planning.
- Vanuatu incorporated gender and disability considerations into tsunami and volcano response plans.
- Solomon Islands established gender-responsive annual workplans for Provincial Protection Committees, integrating disability inclusion into DRR planning.

⁸⁷ With the support of Copilot the gender-responsiveness scale was applied to the programme ProDoc.

⁸⁸ Pacific Disability Forum in partnership with UN Women and DFAT, The Pacific Disability-Inclusive Humanitarian and Resilient Development Strategy 2025-2035, 2024. <https://pacificdisability.org/wp-content/uploads/2025/03/PDIHRD-Strategy-PDF-Format.pdf>

- Kiribati implemented the Climate-Smart and Inclusive CBDRR Manual, advancing awareness and institutional alignment with disability-inclusive strategies.

The evaluation team also reviewed the country-level partner progress reports to assess the extent to which the WRD Programme had applied human rights and gender equality responsiveness in practice (see Figure 6).⁸⁹ The programme’s stakeholder engagement across Fiji, Kiribati, Solomon Islands and Vanuatu demonstrated a strong commitment to inclusion, with the most consistent quantitative tracking for persons with disabilities and rural populations. While overall reach was low across all countries, concerted efforts were made to include diverse groups. Nevertheless, although partnerships with the Pacific Disability Forum and Fiji Disabled Federation improved visibility and capacity for persons with disabilities, partners also noted that accessible facilities, inclusive communication materials and participation in rural training, remained limited by funding and logistical challenges. Without consistent investment in inclusion, gains for women and girls with disabilities risk being lost.

Data for LGBTIQ+ and other marginalized groups was more limited, reportedly due to cultural and legal barriers.⁹⁰ Progress was most notable in Fiji, where engagement with the LGBTIQ+ community advanced through dedicated partners and inclusive policy work. Across all countries, other marginalized groups, such as youth, elderly, faith-based groups and single mothers, were included in various activities, although quantitative data is less consistent. Key partners supporting these groups included the Vanuatu Society for Persons with Disabilities, Disabled People’s Association of Solomon Islands, Ainen Toa, Rainbow Pride Foundation, FemLINK Pacific, Aia Maea Ainen Kiribati, Matavale Women’s Association, Care International, World Vision, Vanwods, Adventist Development and Relief Agency, and a range of local NGOs and government ministries.

Overall, while the depth and nature of inclusion varied by context, all participating countries made efforts to involve marginalized groups through partnerships with local organizations and targeted capacity-building initiatives. See Box 4 for lessons on how to strengthen these efforts in the future.

BOX 4.

Effective strategies for inclusive practices

PLANNING AND GUIDANCE

- Organizations of people with disabilities and feminist organizations provided direct support to WRD programme partner efforts at country level, including linking partners with national agencies or local organizations of persons with disabilities to support the identification and targeting of persons with disabilities, ensuring inclusive engagement of participants.
- Direct engagement of organizations representing persons with disabilities and LGBTIQ+ in technical advice.
- Development of strategies and guidance resources on inclusive practices.

PROGRAMMATIC ACTIONS

- Locally produced inclusive WASH solutions: Commode chairs made from plastic and timber, designed and produced locally for people with mobility challenges.
- Assistive devices: Local production and distribution of mobility aids to ensure continued access and safety during disasters.
- Inclusive disaster preparedness and livelihood training: Training and materials adapted for accessibility, with explicit inclusion of persons with disabilities in planning, leadership and implementation.
- Community-based approaches: Establishment of inclusive committees and women’s groups, ensuring representation and leadership opportunities for persons with disabilities.
- Financing and support models: 50/50 financing for solar systems and appliances, enabling low-income women (including those with disabilities) to access climate-resilient business tools.

⁸⁹ With the support of Copilot, the following partner reports were reviewed: World Vision (Vanuatu), CARE International (Vanuatu), VANWODS Microfinance (Vanuatu), UN Women (Fiji), Aia Maea Ainen Kiribati (Kiribati), FemLINK Pacific (Fiji) and Matavale Women’s Association (Solomon Islands)

⁹⁰ Kiribati, Solomon Islands, Vanuatu have all passed legislation that is discriminatory against LGBTIQ+ in recent years, with growing anti-LGBT sentiment expressed publicly by governments.

FIGURE 6:

Inclusion and awareness of marginalized groups in the WRD Programme in both design and implementation (based on an adapted SOGIESC awareness spectrum⁹¹)

Stakeholder group	Project design*	Implementation**	Fiji		Kiribati		Solomon Islands		Vanuatu		Gender responsiveness
			Design*	Implementation	Design*	Implementation	Design*	Implementation	Design*	Implementation	
SOGIESC											Gender Targeted → Gender Responsive
Women with disabilities											Gender Responsive → Gender Transformative
Rural women											Gender Responsive → Gender Transformative
Other marginalized groups (elderly, single mothers, etc.)											Gender Responsive

Aware
 Somewhat aware
 Unaware

*Based on project document
 **Based on Donor report 2024 and partner reports

(source: developed by the evaluation team based on the programme partner reports to UN Women)

⁹¹ Edge Effect and UN Women, THE ONLY WAY IS UP: Monitoring and Encouraging Diverse SOGIESC Inclusion in the Humanitarian and DRR Sectors; January 2021; https://asiapacific.unwomen.org/sites/default/files/Field%20office%20ESEAsia/Docs/Publications/2021/03/ap-TheOnlyWayIsUp_Public_FINAL.pdf

4.6 SUSTAINABILITY

Evaluation Question 6. To what extent are the results of the WRD Programme likely to be sustained, scaled up and replicated by women, girls, communities and development partners beyond the programme's lifecycle?

FINDING 12

Although gender equality and women's empowerment gained visibility and were positioned within the broader DRR agenda, the sustainability of WRD Programme results remains only partial and uneven across different levels of the programme.

The WRD Programme succeeded in elevating gender equality and social inclusion across DRR and climate-resilience agendas globally, regionally and nationally. However, the sustainability of these results remains uneven, depending heavily on continued technical presence, leadership and external funding. While many institutional and community mechanisms have been established, their long-term viability is uncertain without structured follow-up and integration into government and regional systems (see Box 5 and Table 5). UN Women personnel indicated that the decision not to proceed with Phase 2 of WRD funding was unexpected; however, the evaluation notes the opportunity for a stronger sustainability strategy at programme design stage.

At the **global level**, key progress has been institutionalized in key frameworks, yet sustainability still hinges on continued leadership and funding. The WRD Programme's influence on global DRR processes, including the Sendai Framework Gender Action Plan and the UN Plan of Action on DRR, ensured that gender equality and resilience are now embedded in inter-agency DRR frameworks. Although significant progress has been achieved through the establishment of policy frameworks (see Annex 10 for reported results), success depends on effective implementation. Stakeholders stressed that without consistent advocacy and technical support, these frameworks risk stagnation and may never be fully realized. Stakeholders noted that the end of dedicated programme funding and the removal of explicit references to DRR in the UN Women Strategic Plan 2026–2029 and related indicators has created significant uncertainty and is likely to weaken organizational

efforts in DRR. Reduced core funding for DRR technical personnel may further affect UN Women's visibility in DRR policy dialogues, posing risks for maintaining the momentum and partnerships built through the Asia–Pacific Ministerial Conference on DRR, COP28 and the Global Platform for DRR.

UN Women personnel noted that headquarters has not shared clear guidance on how DRR-related work will be captured under the revised Strategic Notes, making resource mobilization and collaboration with other UN agencies more difficult. Programme personnel argued that non-continuation of Phase 2 of the WRD Programme further limits UN Women's ability to demonstrate progress to donors and secure funding for DRR initiatives.

Ownership of the WRD Knowledge Hub also remains unclear. Stakeholders agreed that it should ideally continue as a global platform; if that is not feasible, it could potentially be managed by the Regional Office for Asia and the Pacific. Alternatively, partnerships with UNDRR's knowledge systems could be leveraged.

At the **regional level**, the WRD Programme strengthened institutional cooperation through the Gender and Social Inclusion Technical Working Group and supported the Pacific Disability Forum's 10-Year Strategy. These mechanisms remain functional but lack formal institutionalization and predictable resources, relying instead on voluntary leadership and short-term donor funding. Stakeholders cautioned that, without stable coordination structures or funding for participation, smaller island governments and CSOs risk exclusion from regional policy spaces, undermining the continuity of the inclusive DRR agenda.

Similarly, partners such as DIVA for Equality and the Pacific Disability Forum face uncertain financial futures despite strong technical credibility and networks.

At the **national level**, the WRD Programme has laid a foundation for emerging but fragile institutionalization of gender-responsive DRR. Fiji and Vanuatu show stronger prospects for sustaining results: both countries have integrated gender and social inclusion in DRR policies and laws, established cross-ministerial coordination and developed inclusive toolkits and training modules. However, sustainability depends on retaining gender expertise within ministries and supporting implementation. The loss of embedded WRD consultants created capacity gaps, as governments have not absorbed these roles into their staffing structures. In Kiribati and the Solomon Islands, ministries have adopted gender-sensitive DRR plans and strengthened data systems but struggle with high staff turnover, weak institutional memory and limited budgets.⁹² Implementation has slowed due to under-resourced National Disaster Management Offices, insufficient reporting from provinces and coordination challenges.⁹³

Government officials across all four programme countries highlighted the need for continued technical support to operationalize gender-inclusive frameworks and for donor engagement to sustain the early gains made under the programme.

At the **community level**, programme interventions generated initial results and ownership, empowering women, enhancing preparedness and improving

livelihoods through initiatives such as parametric insurance, solar microenterprise schemes and waste management projects. The establishment of Community Disaster and Climate Change Committees in Vanuatu demonstrated promising local sustainability, with women trained as trainers; chiefs enforcing environmental safety rules; and inclusive governance structures linking traditional and formal systems.

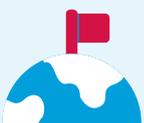
However, these gains remain fragile without continued support. Many communities were reached only once, and follow-up or refresher training has been limited due to funding and staffing constraints. All stakeholders also recognized that for resilience to be truly sustainable and equitable in the Pacific, it is essential to address underlying structural barriers and maintain consistent, inclusive engagement. Gender norms, resource inequities and geographic isolation continue to limit women's leadership and decision-making in DRR. In many communities, leadership roles gained through the WRD Programme remain informal and not embedded within traditional or government-endorsed structures. Across contexts, sustainability for women and girls requires consistent follow-up, mentorship and enabling environments. Many women have the skills and motivation to continue resilience activities but lack the institutional or financial support to do so. Without these efforts, the most vulnerable women and communities risk being excluded, leaving overall community resilience fragile.

⁹² Key informant interviews and donor reports

⁹³ Key informant interviews

TABLE 5.

Sustainability perspectives across levels of implementation

LEVEL	SUSTAINABILITY RATING	KEY ACHIEVEMENTS AND ENABLERS	MAIN RISKS AND CHALLENGES	PRIORITIES TO CONSIDER
 GLOBAL	Moderate (policies developed, but no clear custodian and funding source)	<p>Gender and inclusion embedded in UNDRR frameworks (Sendai Gender Action Plan, UN Plan of Action)</p> <p>WRD Knowledge Hub as flagship global resource</p> <p>Global visibility through COP and the Asia–Pacific Ministerial Conference on DRR</p>	<p>End of DFAT funding and loss of global programme manager</p> <p>WRD Knowledge Hub lacks clear ownership and funding</p> <p>DRR moved under humanitarian portfolio</p>	<p>Secure core and non-core funding</p> <p>Maintain UNDRR partnerships on gender equality</p> <p>Host and promote WRD Knowledge Hub as global public good</p> <p>Reinstate dedicated DRR gender leadership post</p>
 REGIONAL	Low–Moderate (informal bodies and commitment, no policy framework, no clear custodian, nor funding source)	<p>Functional Technical Working Group and Pacific Disability Forum Strategy (2025–2035)</p> <p>Women’s representation in COP/Asia–Pacific Ministerial Conference on DRR</p> <p>Regional peer-learning – communities of practice established</p>	<p>Non-institutionalized structures</p> <p>Reliance on individual leadership and voluntary engagement</p> <p>Uneven participation due to funding</p>	<p>Institutionalize Technical Working Group under other existing platforms</p> <p>Ensure inclusive participation in regional platforms</p> <p>Support regional feminist and disability networks</p>
 NATIONAL	Moderate (policies developed, but no clear custodian and funding source)	<p>Gender integrated in DRR laws and plans (Fiji, Vanuatu)</p> <p>Inclusive toolkits, insurance models, data systems</p> <p>Strong government ownership emerging</p>	<p>Loss of embedded consultants and technical expertise</p> <p>Limited budgets, outdated equipment, staff turnover</p> <p>Limited capacities to reach remote islands and communities</p> <p>Slow policy operationalization</p> <p>Loss of capacity to produce and use data</p>	<p>Institutionalize GEDSI roles within National Disaster Management Offices</p> <p>Fund technical training and policy roll-out</p> <p>Maintain UN Women partnership support</p>
 COMMUNITY	Low (no policy framework, no clear custodian or funding source, no coordination body in charge)	<p>Initial gains on women’s leadership, businesses and livelihoods</p> <p>Established Community Disaster and Climate Change Committees and local advocacy initiatives</p> <p>Women-led training and empowerment visible</p>	<p>One-off projects</p> <p>Minimal follow-up</p> <p>Limited resources, markets and maintenance</p> <p>Weak DRR committees</p>	<p>Extend mentorship and refresher training</p> <p>Link community DRR to local governance and CSOs</p> <p>Scale up inclusive livelihood and insurance models</p>

Source: Compiled by the evaluation team based on the collected data

BOX 5.**Actioning “localization”**

A key priority of DFAT was “localization” of efforts as a way to support sustainability. During meetings of the Evaluation Reference Group, stakeholders interpreted “localization” in varied ways – from community action to institutional integration and local DRR ownership – but all shared the goal of embedding resilience within local structures and communities. Recommendations focused on better harnessing local knowledge and traditions for disaster preparedness, response and climate resilience. Examples of localization from the WRD Programme include:

Partnerships for capacity-building

- Collaborated with local authorities, area councils and Community Disaster and Climate Change Committees.
- Strengthened planning, implementation and monitoring of DRR initiatives.

Women’s leadership and knowledge multiplication

- Training-of-trainers approach empowered women leaders as knowledge multipliers.
- Women led waste management, composting, hygiene initiatives and chaired local committees.
- Chiefs and traditional leaders became allies supporting women’s leadership.

Forms of localization

- **Institutional:** Gender and inclusion integrated into DRR planning tools, workplans and standard operating procedures.
- **Community-based:** Grassroots committees managing preparedness (seed banks, recycling, waste systems).
- **Traditional knowledge:** leveraging local knowledge, plants and ways of preparing for disasters.
- **Economic:** Women’s cooperatives and savings groups adopting risk awareness, insurance, climate-resilient business models.

5. LESSONS LEARNED AND PROMISING PRACTICES

1

Sustaining influence and gains from global programming requires institutional anchoring, cross-unit coordination and predictable funding.

2

Long-term resilience requires localization and deeper integration of local and traditional knowledge and community systems. Programmes should tailor technical assistance to realities, localize implementation, use indigenous knowledge and engage local women's groups as equal partners to sustain impact.

3

Regional DRR gender mechanisms need institutional homes within permanent regional frameworks to endure.

4

Embedding gender and inclusion specialists within government systems accelerates DRR integration but also requires clear transition and sustainability planning.

5

Linking women's economic empowerment with DRR has potential for transformative results but sustainability depends on continuous mentoring, affordability and local ownership. Initiatives such as Fiji's parametric insurance and Vanuatu's solar loan schemes increased women's financial security and adaptive capacity. However, sustainability is threatened without refresher training, market linkages and maintenance support. Integrating these activities into existing support networks (e.g. women's cooperatives and savings networks) can strengthen sustainability and convert interventions into self-sustaining models.

6

Women-led community resilience mechanisms can thrive when anchored in formal and traditional local governance systems. Community Disaster and Climate Change Committees can be effective when linked to chiefs and area councils. Where such anchoring was absent, activities faded. Institutionalizing DRR committees and ensuring women's leadership roles are recognized in formal governance are key to long-term resilience.



Photo supplied by UN Women, Fiji MCO

6

CONCLUSIONS

RELEVANCE AND COHERENCE

CONCLUSION 1:

The WRD Programme leveraged UN Women's triple mandate to strengthen UN Women's position as a global thought leader in gender-responsive disaster and climate resilience, influencing key global frameworks and linking women's voices to global forums. In line with the new Strategic Plan and the corporate decision to concentrate programming in areas where UN Women is considered most likely to achieve impact at scale, the organization is moving away from disaster risk reduction (DRR) as a standalone programmatic area. To sustain UN Women's global leadership in this space and respond to ongoing country-level needs, it will be important to (a) clarify how gender-responsive disaster preparedness and response will continue to be integrated across Strategic Plan outcomes, and (b) secure consistent funding to maintain the technical expertise required to operationalize this integrated approach. This is important particularly given continued demand for DRR-related programming and resource mobilization observed in some Country/Multi-Country Offices.

Based on Findings 1–4

The WRD Programme demonstrated high relevance by strongly aligning with global, regional and national DRR, climate resilience and gender equality frameworks, and by addressing the practical needs of women, girls and marginalized groups in disaster-prone Pacific contexts. DRR is critical in the Pacific, where communities face increasing threats from climate-induced disasters that can undermine development gains, exacerbate inequalities and threaten lives and livelihoods. By bridging policy commitments and local realities, the programme contributed to building

resilience and reducing vulnerability. To maximize relevance, future efforts should embed approaches that have high potential for sustainability, further strengthen grassroots inclusion and contextual adaptation, ensuring that interventions remain grounded in community priorities and solutions.

The WRD Programme advanced coherence in UN Women's global approach to gender-responsive DRR and fostered influential partnerships and tools, including the Sendai Gender Action Plan. However, the mainstreaming of DRR in the new Strategic Plan and reliance on project-specific coordination mechanisms may affect the long-term sustainability, visibility and internal coherence of gender-transformative DRR and climate-resilience efforts. While this shift offers advantages, such as potential resource efficiency, it also carries risks. Without dedicated indicators, funding and technical capacity, UN Women offices may struggle to operationalize integrated approaches, potentially weakening gender-responsive disaster preparedness. This also means that the gains made through the WRD Programme may stagnate.

UN Women should ensure continuation of coordination efforts for gender-responsive DRR, which will be important for sustaining and institutionally anchoring these gains beyond the WRD Programme's lifecycle. Integrating WRD-related coordination actions and mechanisms established into existing programming, and national, regional, global and UN system structures and continuation of the UN partnerships established, such as with UNDRR, UNFPA, and UNCDF, will be critical for sustaining gender-responsive DRR and climate-resilience work.

EFFECTIVENESS AND SUSTAINABILITY

CONCLUSION 2:

The WRD Programme effectively advanced gender-responsive DRR and promoted women's leadership across global, regional and national frameworks, influencing policy, building capacity and, although there were mixed results at community level, the seeds have been planted with potential for refining and scaling effective approaches. Overall, the sustainability of programme gains at all levels is fragile in the absence of stronger institutional anchoring, continued funding and reliance on programme-specific structures.

Based on Findings 5–8 and 12

The WRD Programme demonstrated significant progress in embedding gender-responsive DRR and climate resilience across global, regional and national frameworks. It influenced major policy instruments such as the Sendai Framework Gender Action Plan and COP processes, while strengthening institutional capacity and coordination in participating countries. Gains made at institutionalizing gender-responsive and inclusive DRR at national level were also significant. However, key lessons emerged. While the embedded consultant model ensured technical leadership and inter-ministerial coordination on gender-responsive DRR, without absorption into government structures, capacity eroded after project closure. Strengthening integration with existing structures and ensuring dedicated resources will be critical for sustaining progress and maximizing impact.

The WRD Programme's success in elevating women's leadership illustrates the transformative potential of linking lived realities with global policy spaces. What distinguished the WRD leadership model was its sustained engagement, combining networking opportunities, mentoring and technical advice in addition to financing attendance. It translated theory into practice by providing hands-on, continuous support that enabled women leaders to confidently navigate and influence technical DRR and climate-resilience

spaces. This approach not only enabled Pacific women leaders to shape international agendas but also built their confidence to return home and extend their influence locally at both national and community levels.

Similarly, community-level initiatives boosted resilience and economic security, but lacked continuity and scale-up pathways, leaving gains fragile. While the diverse and innovative approaches allowed for pilot initiatives and learning, now is a critical period for consolidating these lessons and identifying the most effective strategies for investment and scale-up.

Cultural norms and structural barriers continue to limit women's meaningful participation. This is especially acute in the Pacific and could undermine the progress made through the programme's leadership training and policy reforms. Without addressing these underlying social norms, women's leadership and participation risks remaining symbolic rather than substantive.

Overall, the gains made through the WRD Programme remain heavily dependent on programme-specific personnel, highlighting the need for systemic integration and long-term resource commitments. Moving forward, UN Women should prioritize exit strategies at the design stage and invest resources in ways that have higher potential for sustainability.

ORGANIZATIONAL EFFICIENCY

CONCLUSION 3:

The WRD Programme's structure enabled key global benefits and built DRR expertise within UN Women, but the programme's complexity and operational challenges hindered overall efficiency.

Based on Findings 9–10

While the investment at global level may have been justified to build gender-responsive DRR expertise across the organization, the programme's design was overly complex – vertically, due to its layered governance structure, and horizontally at the Pacific level because of the extensive number of partnerships combined with the complexities of operating in the Pacific. It is important to regularly assess whether global investments continue to add value relative to programme priorities, their potential for sustainability internally, and whether they can be resourced through alternative means.

Although the programme committed significant funding to women's organizations and civil society groups, the large number of partners increased administrative costs, reducing the proportion of resources reaching the community level. Weak CSO capacities and unfamiliarity with UN Women procedures, combined with stretched UN Women personnel, resulted in delays and misunderstandings. These challenges resulted in postponed financial disbursements, reportedly requiring some partners to draw on their own reserves. With respect to results-based management, insufficient monitoring and evaluation capacity and inconsistent monitoring and partner support affected timely reporting and the effective tracking of outcomes. Finally, high staff turnover and lengthy recruitment processes compounded these inefficiencies, disrupting continuity and partner relationships.

Given this experience, different models for operating in the Pacific could be explored such as channeling funds through a small number of intermediary organizations (e.g. national women's networks or umbrella

CSOs) and investing in their capacity to strengthen financial oversight, monitoring and accountability. In turn, these intermediaries could manage sub-grants to local groups, providing oversight and capacity-building support. While at the same time, UN Women should continue its own monitoring oversight, risk based management and capacity building efforts with partners.

HUMAN RIGHTS AND GENDER EQUALITY

CONCLUSION 4:

The WRD Programme advanced inclusive disaster and climate resilience by embedding gender, disability and rural perspectives through strategic partnerships and policy influence. However, sustaining these gains requires consistent investment, institutionalization and stronger mechanisms to ensure the meaningful engagement of marginalized groups.

Based on Findings 5–7 and 11

The WRD Programme adopted an intentional, intersectional approach to disaster and climate resilience, prioritizing the inclusion of marginalized groups, particularly persons with disabilities, rural populations and low-income women, through strategic partnerships, capacity-building and tailored interventions. These efforts strengthened policy frameworks and community engagement, notably through initiatives such as the Pacific Disability Forum's 10-Year Strategy and country-level integration of gender and disability considerations. However, inclusion gains remain uneven and vulnerable due to funding and logistical constraints, limited accessibility and cultural barriers for groups such as LGBTIQ+. Sustaining progress requires consistent investment, institutionalization of inclusive practices and stronger mechanisms to ensure the meaningful participation of all marginalized groups.



Photo: ©UN Women/Elizabeth Cox

7 RECOMMENDATIONS

The recommendations aim to build on the WRD Programme's documented achievements in advancing genderresponsive disaster risk reduction; reinforce UN Women's strategic direction as it transitions to integrating DRR and climateresilience priorities across its portfolios rather than through stand-alone programmes; ensure continuity of leadership and coordination mechanisms related to gender responsive DRR progressed through the WRD Programme; and enhance the effectiveness, sustainability and inclusivity of UN Women's approaches to capacitybuilding, partnerships and knowledge management in support of women's resilience to disasters. The recommendations are based on the conclusions and were discussed with the WRD Programme team, Policy, Programme and Intergovernmental Division and with the Evaluation Reference Group to ensure feasibility.

RECOMMENDATION 1.

Given funding constraints and corporate priorities, UN Women should clearly define how it will support the integration of DRR and climate resilience priorities and coordination efforts into existing programmes and partnerships, drawing on lessons from the WRD Programme. At regional and country levels, offices should embed gender-responsive DRR and climate resilience across all activities.

Based on Conclusion 1

Priority: HIGH/LOW/MEDIUM

Timeline: SHORT-TERM/ **MEDIUM-TERM**/LONG-TERM

Suggested steps to be taken:

- **As part of the planned corporate guidance on integrating DRR across the Strategic Plan:**
- **Provide a clear corporate message** on where technical roles, expertise and global goods developed under the WRD Programme will be housed within UN Women's internal structures, to prevent the erosion of capacity after project closure.
- **Clarify roles and internal processes** for integrating global DRR and climate commitments (e.g. the Sendai Gender Action Plan and UN Plan of Action on DRR) into existing regional and country Strategic Notes and Biennial Work Plans.
- **Clarify how gender-responsive DRR coordination efforts** at global, regional and national levels should be carried forward. Lessons from the WRD Programme should be integrated including the need to integrate WRD-related coordination mechanisms and partnerships into existing programming, national, regional and UN system structures rather than creating new structures.
- **Integrate lessons related to Gender Equality Accelerators** or global programmes into the design and implementation of future global programmes and Gender Equality Accelerators, such as the need to establish a structured coordination mechanism linking headquarters, Regional and Country Offices with defined roles and communication protocols for both vertical (global–country) and horizontal (cross-country/cross-regional) collaboration. Ensure feedback from country and regional levels informs global advocacy and normative guidance, and that lessons learned are continuously integrated across all UN Women offices, not just those participating in the programme.
- **Map the existing gender-responsive DRR and climate-resilience programmes of UN Women and partners**, leveraging established programmes, partnerships, women's networks and coordination structures to inform plans and build on synergies. Pursue multi-year and multi-donor pooled funding and joint programming with agencies such as UNDRR and UNDP to sustain WRD Programme legacies (e.g. the WRD Knowledge Hub and technical working groups).
- **Clarify the future of global assets – WRD Knowledge Hub:** Create an action plan to sustain the WRD Knowledge Hub as a global public good, managed by UN Women (in case of resource challenges consider co-management with UNDRR and/or other UN agencies). Integrate the lessons learned from the evaluation regarding the need for engagement and localization strategies.

To be led by: Headquarters Humanitarian Action Section and the Policy, Programme and Intergovernmental Division Directorate

Impact: Ensuring the gender-responsive DRR and climate-resilience gains made through the WRD Programme continue through integration in the work of UN Women.

Difficulty: Moderate. Requires clear organizational commitment and the integration of programme-specific structures into UN Women structures.

If not implemented: UN Women risks losing both strategic relevance and the sustainability of gains achieved through the WRD Programme.

RECOMMENDATION 2.

UN Women and its partners should prioritize the consolidation, integration and scaling of the most effective approaches identified, such as the women's leadership model. In doing so, UN Women should ensure efforts are aligned with existing national systems and capacities, building on synergies with partners, to avoid reliance on stand-alone programmes. New models for community-level engagement should also be established and implemented, which prioritize continuity, local ownership and strengthened CSO capacities.

Based on Conclusion 2

Priority: HIGH/LOW/MEDIUM

Timeline: SHORT-TERM/ MEDIUM-TERM/LONG-TERM

Suggested steps to be taken:

- **Include sustainability and exit strategies in programme design:** For example, ensure plans for government ownership and the absorption of technical roles align with national DRR, climate and gender policies to embed results into national systems.
- **Scale models for women's leadership:** Integrate the WRD leadership model into existing programmes, combining networking, mentoring, technical advice and financial support for women leaders. Facilitate ongoing hands-on support and opportunities for women to participate in both global policy spaces and local decision-making.
- **Develop sustained community engagement models by strengthening CSO capacities, ensuring ongoing support and integration of innovations with local systems:** UN Women should move beyond one-off or short-term project approaches by co-designing community engagement strategies with local partners and stakeholders, including CSOs through long-term agreements. This approach must include targeted investments in building the organizational, technical and monitoring capacities of CSOs, empowering CSOs to be effective, long-term partners in gender-responsive DRR and climate resilience.
- **Integrate gender-responsive DRR and climate-resilience initiatives into national systems:** Embed gender-responsive DRR approaches into national policies, plans and institutional frameworks. Align new initiatives with existing government systems to avoid reliance on stand-alone programme structures.
- **Design for sustainability from the outset:** Incorporate exit strategies and sustainability plans at the design stage of future programmes. Focus on government ownership, integration and capacity transfer to maximize long-term impact.

To be led by: Relevant Country Offices, including Fiji Multi-Country Office, in collaboration with Headquarters Humanitarian Section

Impact: Sustained institutional capacity across UN Women, governments and regional mechanisms to apply gender-responsive DRR approaches. Continuity of knowledge, leadership and partnerships developed under the WRD Programme, ensuring resilience of systems beyond project cycles. Enhanced donor confidence through evidence of sustained institutional change.

Difficulty: High

If not implemented: WRD achievements – such as inclusive DRR frameworks, knowledge tools and networks – may dissipate once funding ends, undermining hard-won progress. The Knowledge Hub and coordination platform risk fragmentation and loss of regional momentum. Governments could revert to non-inclusive DRR practices due to capacity gaps.

RECOMMENDATION 3.

Regularly evaluate the value and cost-effectiveness of global project investments and streamline governance by leveraging existing coordination mechanisms and internal assets to ensure alignment with organizational priorities and reduce complexity. At the same time, streamline programme partnership models to reduce complexity and administrative costs with the aim of improving resource flow to target groups; strengthening oversight and results-based management; and enhancing continuity and partner support.

Based on Conclusion 3

Priority: HIGH/LOW/MEDIUM

Timeline: SHORT-TERM/ MEDIUM-TERM/LONG-TERM

Suggested steps to be taken:

Targeted to Headquarters units (listed below):

- During the design phase, **assess global programme value and cost-effectiveness and potential for sustainability** to ensure alignment with organizational priorities. In future global programmes, **rationalize programme governance** by leveraging existing coordination mechanisms and internal assets and reduce complexity. Minimize layers and clarify roles, reducing operational complexity.

Targeted to the Fiji MCO in collaboration with Regional Office for Asia and the Pacific:

- **Consider selecting and supporting a limited number** of capable intermediary organizations to manage sub-grants and partnerships (such as national women's networks or umbrella CSOs) and invest in their capacity for financial oversight, monitoring and accountability. Regularly assess the effectiveness of partnership and funding models to ensure they add value and remain aligned with programme priorities. Focus on building strong, accountable intermediaries that can provide effective oversight and support across dispersed geographies, while maintaining UN Women's oversight and capacity support. Provide targeted training and resources to intermediaries for financial management, monitoring and reporting.
- **Review recruitment processes** and invest in staff development to reduce turnover and maintain continuity. A functional review may support refinement of human resource strategies in the Pacific.
- **Enhance monitoring and evaluation systems both internally within UN Women and support for partners** to ensure timely, accurate tracking of outcomes. Ensure UN Women has a system for validating partner reports.

To be led by: Headquarters Policy, Programme, and Intergovernmental Directorate **to coordinate** with headquarters Programme Support Management Unit. And Fiji Multi-Country Office to lead in collaboration with Regional Office for Asia and the Pacific.

Impact: Implementing streamlined governance and partnership models will improve efficiency, accountability and resource flow to communities.

Difficulty: Moderate

If not implemented: Risks continued administrative burden, diluted impact and fragmented oversight.

RECOMMENDATION 4.

UN Women should continue to institutionalize and consistently invest in inclusive, intersectional approaches to DRR and climate resilience by addressing cultural and structural barriers through social norms change initiatives, engaging men, traditional leaders and community influencers. This includes building partnerships with CSOs, grassroots organizations and local governments to co-design, implement and monitor initiatives that ensure meaningful participation, empowerment and equal access to resources and leadership for marginalized groups, especially persons with disabilities, rural populations, low-income women and LGBTIQ+ communities.

Based on Conclusion 2 and 4

Priority: HIGH/LOW/MEDIUM

Timeline: SHORT-TERM/ MEDIUM-TERM/ **LONG-TERM**

Suggested steps to be taken:

- **Continue embedding human rights, leave no one behind principles** and intersectional analysis in global, regional, national DRR and climate policies, programmes and budgeting, and continue to develop and disseminate intersectional DRR and climate guidelines for policymakers and practitioners ensuring meaningful participation and resource allocation for marginalized groups.
- **Conduct participatory gender, climate and disaster vulnerability assessments** in all new programmes. Use intersectional analysis to identify the priorities of marginalized groups, including women with disabilities, LGBTIQ+ communities and rural populations.
- **Address cultural and structural barriers:** Invest in social norms change initiatives, engaging men, traditional leaders, faith-based groups and community influencers as allies in promoting equitable roles in preparedness and recovery and ensuring the meaningful participation of women. Ensure leadership training and policy reforms are accompanied by efforts to shift underlying cultural norms, especially in contexts where barriers are acute. Ensure synergies with longer-term social norms change programming by UN Women and other partners in the communities.
- **Build on achieved results in the collection of gender data and statistics from an intersectional perspective** and institutionalize their adoption and use in DRR and climate-resilience data systems.
- **Integrate traditional and indigenous knowledge into DRR and climate resilience** programming so measures are co-designed by communities embedding local knowledge for sustainability.
- **Formalize long-term partnerships with organizations representing marginalized groups** (e.g. persons with disabilities, feminist networks, LGBTIQ+ organizations) through procurement, Partnership Agreement, or Memorandums of Understanding and joint projects and workplans and ensure continuity of support through inclusive financing and capacity-building.

To be led by: Humanitarian Section in collaboration with Human Rights and Non-Discrimination Section, Research and Data Section, Economic Empowerment Section, Fiji Multi-Country Office and all relevant UN Women offices

Impact: Leave no one behind principles institutionalized across UN Women DRR and climate-resilience programmes and partners' DRR systems; meaningful participation of marginalized groups in decision-making; sustained partnerships and continuity in support to the most vulnerable; and enhanced leadership and resilience of marginalized women and vulnerable groups at all levels.

Difficulty: High

If not implemented: Gains in disability inclusion and gender-responsive DRR will stagnate or regress. Further isolation of the most vulnerable communities and women and girls.

UN WOMEN EXISTS TO ADVANCE WOMEN'S RIGHTS, GENDER EQUALITY AND THE EMPOWERMENT OF ALL WOMEN AND GIRLS.

As the lead UN entity on gender equality and secretariat of the UN Commission on the Status of Women, we shift laws, institutions, social behaviours and services to close the gender gap and build an equal world for all women and girls. Our partnerships with governments, women's movements and the private sector coupled with our coordination of the broader United Nations translate progress into lasting changes. We make strides forward for women and girls in four areas: leadership, economic empowerment, freedom from violence, and women, peace and security as well as humanitarian action.

UN Women keeps the rights of women and girls at the centre of global progress – always, everywhere. Because gender equality is not just what we do. It is who we are.



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