



LEADERSHIP OF WOMEN'S ORGANISATIONS IN DISASTER AND CLIMATE RESILIENCE:

SELF-ASSESSMENT TOOL TO MEASURE ORGANISATIONAL
PROGRESS

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HUMANITARIAN
ADVISORY GROUP



About this self-assessment tool






Stakeholders (including government agencies) can use this tool to self-assess how they support women's leadership and meaningful participation in disaster and climate risk reduction, recovery, climate change adaptation (CCA), post-disaster recovery, and resilience building (termed 'disaster and climate resilience' throughout this document) within their organisations. The tool allows organisations to self-assess their progress in six key assessment areas, as outlined below. This tool is based on the [Assessing Women's Leadership in Disaster and Climate Resilience: Assessment Framework and Tools](#) document.

The framework and tools, which can be found in full on the [Women's Resilience to Disasters Knowledge Hub](#), were developed as part of UN Women's flagship programme, the [Women's Resilience to Disasters \(WRD\) programme](#).¹

Figure 1: Areas of assessment





A snapshot of the approach

-  **What?** Stakeholders such as government agencies/departments, development partners, the private sector can use this tool to self-assess your organisation's progress in, and opportunities to strengthen, support of women in disaster and climate resilience.
-  **How?** The tool provides a baseline score for your organisation to understand the current situation and to track change in its support for women working on disaster and climate resilience building. The tool also facilitates identification and discussion of critical gaps and barriers, good practices, opportunities and enablers of change.
-  **When?** This tool can be applied to assess gender progress more generally (i.e. in day-to-day operations) or in the context of a specific event or process (e.g. assess progress including women's engagement in the development or update of a DRR strategy, policy, plan).
-  **What does this include?**
 1. Guidance on how to use this tool
 2. Self-assessment tool
 3. Guidance on interpreting your scores
 4. Guidance to strengthening practice
-  **Who is this for?** This tool is intended for organisations (i.e. government, civil society, and private sector) working on reducing risks from multiple hazards and threats (e.g. climate change, earthquakes, pandemics) and building resilience.




¹ The programme focuses on building women's voice, agency and leadership in disaster risk reduction (DRR) and disaster resilience, ensuring that the lives and livelihoods of women and girls are resilient to threats (including climate change and COVID-19) and contributing to sustainable, secure and thriving communities.

How to use the tool

The tool is intended to be completed individually or by a small group of staff within your organisation. Ideally, the group of staff would include representatives from senior leadership, middle management and team members. It is important that women are included in the group completing the tool. The key steps in using the tool are as follows:

-  1. Confirm self-assessment scope (e.g. day to day operations or following a specific process (PDNA))
-  2. Identify progress level for each leadership assessment area. Each staff member should read the four statements under each of the six assessment areas in the self assessment tool (pages 4, 5 and 6) and circle the number of the statement that best represents their organisation. This should be done individually.


Each staff member should write the number of the statement selected for each assessment area in the score box below it, and if possible, note examples, reflections, enablers, barriers, or ideas of new activities.


-  3. Calculate scores (go to page 7)
-  4. Understand score (go to page 8)
-  5. Identify gaps, barriers, good practices, enablers, and opportunities to strengthen practice (go to page 9)



Self-assessment statements

Circle the statement that most closely describes the current situation in your organisation.

 Transformative leadership occurs when women are empowered to challenge gender norms and inequalities, and can influence disaster and climate resilience policies, processes, and practices.	
There is no organisational awareness of internal barriers to women's leadership and the need to increase women's decision-making power in disaster and climate resilience work.	1
Our organisation is aware of internal barriers to women's leadership and decision-making in disaster and climate resilience work but is unable or has chosen not to take action to reduce these barriers.	2
Our organisation is aware of internal barriers to women's leadership and decision-making in disaster and climate resilience and takes some actions to reduce them.	3
Women are empowered to take a transformative leadership role and can challenge norms and inequalities, and the organisation takes positive action to reduce barriers.	4
Examples/reflections/ideas	Score:

 Safe and meaningful participation occurs when women can safely and easily access disaster and climate resilience decision-making forums and influence the outcomes (e.g. without bias or discrimination and with consideration of their safety in selecting transport and location).	
Our organisation does not have processes to ensure women can safely and meaningfully participate in disaster and climate resilience decision-making.	1
Our organisation recognises that we can take steps to ensure women can safely and meaningfully participate in disaster and climate resilience decision-making, but we have not yet taken them.	2
Our organisation sometimes takes proactive steps to ensure women are able to safely and meaningfully participate in all disaster and climate resilience decision-making, including addressing safety concerns and access issues.	3
Our organisation consistently takes proactive steps to ensure women can safely and meaningfully participate in all disaster and climate resilience decision-making processes, which are influenced and informed by their participation.	4
Examples/reflections/ideas	Score:



Collective influencing and advocacy occur when women are supported within your organisation to advocate for, and engage with, processes that influence disaster and climate resilience building legislation, policies, strategies, plans and projects (e.g. supporting women to provide input into disaster and climate resilience strategies and plans or project design, implementation, monitoring and evaluation).

Our organisation does not take any specific action to support women to influence and advocate in internal disaster and climate resilience processes.	1
Our organisation rarely takes action to support women to influence and advocate in internal disaster and climate resilience processes.	2
Our organisation sometimes takes action to increase support for women to influence and advocate in internal disaster and climate resilience processes	3
Our organisation takes consistent, proactive action to increase women's influence and advocacy in internal disaster and climate resilience processes with the stated intention of reducing any gender biases or gaps.	4
Examples/reflections/ideas	Score:



Enabling partnerships occurs when your organisation develops partnerships with key stakeholders that support women in your organisation to develop skills and knowledge to participate and lead in internal disaster and climate resilience work (e.g. women's organisations, women's ministries/ departments).

Our organisation does not have partnerships with stakeholders (e.g. a network of gender focal points) designed to support women in our organisation lead and coordinate gender-responsive disaster and climate risk reduction and resilience.	1
Our organisation wants to develop partnerships with stakeholders designed to support women in our organisation lead and coordinate gender-responsive disaster and climate risk reduction and resilience, but have not yet developed any.	2
Our organisation has ad hoc partnerships, but there is no sustained partnership with stakeholders designed to support women in our organisation lead and coordinate gender-responsive disaster and climate risk reduction and resilience.	3
Our organisation has sustained, ongoing partnerships with stakeholders designed to support women in our organisation lead and coordinate gender-responsive disaster and climate risk reduction and resilience.	4
Examples/reflections/ideas	Score:



Capacity encompasses all activities to strengthen women's skills, knowledge, and ability to participate in disaster and climate resilience at policy and programme levels within your organisation (e.g. women's leadership training, recruitment processes, mentoring, training programs).

Our organisation has no targeted activities and processes in place internally to support the development of women's capacity in disaster and climate resilience.	1
Our organisation recognises the need to have targeted activities and processes in place to support the development of women's capacity in disaster and climate resilience but has not taken steps to implement them.	2
Our organisation has adhoc internal activities and processes that aim to support the development of women's capacity in disaster and climate resilience but they could be strengthened, institutionalised and/or implemented more effectively.	3
Our organisation has ongoing and targeted activities and processes to support the sustained development of women's capacity in disaster and climate resilience, working in partnership with women's representative agencies.	4
Examples/reflections/ideas	Score:



Funding encompasses all budget allocations intended to support women's engagement with, and influence over, disaster and climate resilience processes within your organisation (e.g. funding training for women, funding women to attend regional, national, subnational, or local meetings).

Our organisation does not fund specific initiatives to support either the leadership capacity or participation of women in our organisation's disaster and climate resilience work.	1
Our organisation recognises the importance of funded initiatives to support the leadership capacity and/or participation of women in our organisation's disaster and climate resilience work, but they are not yet in place.	2
Our organisation has funded one-off internal initiatives to support the leadership capacity and/or participation of women in our organisation's disaster and climate resilience work, but has not funded ongoing initiatives.	3
Our organisation funds ongoing internal initiatives to support the leadership capacity and/or participation of women in our organisation's disaster and climate resilience work.	4
Examples/reflections/ideas	Score:



How to calculate your score

Each staff member should add their scores for each assessment area to the table below, allowing the group to calculate the baseline score for each assessment area and the overarching baseline score (the sum of the assessment area scores divided by six).

Table 1: Scoreboard

Assessment area	Scores for each team member							Total score for each assessment area	Calculated assessment area score*
Transformative Leadership									
Safe and meaningful participation									
Collective influencing and advocacy									
Enabling partnerships									
Capacity for supporting leadership									
Funding									
All assessment areas total score									
Overarching baseline score**									

*Divide total score by the number of team members

**Divide the 'all assessment score total score' by six (the number of domains)

Understanding your score

1. Interpret your score using the ‘understanding your score’ table below.

Table 2: Understanding your score

Overarching Baseline Score	What this means
6–12	There are significant opportunities for your organisation to support women’s voice, agency and leadership in disaster and climate resilience.
13–18	Your organisation is already taking some important steps, but there is still room to further support women’s voice, agency, and leadership of, and influence over, disaster and climate resilience.
19–24	Your organisation is already adopting good practice and supporting transformative leadership internally. There may be opportunities to strengthen practice in assessment areas with lower scores.

2. Review the assessment areas in which your organisation scored 1 or 2 and any reflections, examples or ideas noted. With your team, discuss actions or initiatives that might be appropriate to your context and organisation to strengthen women’s leadership internally. Use the guidance in Table 3 to strengthen your work.
3. Review the assessment areas in which your organisation scored 3 or 4 and the example activities. With your team, discuss what makes those activities valuable, and if they can be strengthened or expanded. Use the guidance in Table 3 to strengthen your work.
4. Repeat this process annually to track progress.



Guidance for strengthening practice

To enhance your support for women's leadership in resilience building within your organisation, and related issues including advocacy, capacity-building and funding, consider the following guidance and generate your own ideas for action.

Table 3: Guidance for strengthening practice

Assessment Area	Guidance
Transformative Leadership	<ul style="list-style-type: none"> • Set targets for women's representation in disaster and climate resilience leadership roles within your organisation and measuring progress against them • Consider how organisational policies and processes can resolve gender inequalities and further support the empowerment of women. Examples include advancement processes, equal pay, recognition and rewards based on contributions and performance, and non-discriminatory approaches to care and family responsibilities • Identify ways to ensure that women's perspectives raised in internal forums are given attention and consideration in ways that strengthen influence and increase decision-making power
Useful resources: Women's Resilience to Disasters Knowledge Hub: Women's Leadership	
Safe and meaningful participation	<ul style="list-style-type: none"> • Assess your meeting environments to understand safety and access concerns such as location, time of day, transport costs, meeting chairing • Develop, implement and socialise gender equality policies and processes • Identify and address underlying social norms and inequalities that limit women's participation
Useful resources: Women's Resilience to Disasters Knowledge Hub: Women's Leadership	
Collective influencing and advocacy	<ul style="list-style-type: none"> • Advocate for representation of diverse staff in both internal and external meetings • Create spaces for women to advocate for gender-responsive climate and disaster resilience processes • Identify and address social norms that limit women's voice and advocacy
Useful resources: Women's Resilience to Disasters Knowledge Hub: Women's Leadership	
Enabling Partnership	<ul style="list-style-type: none"> • Develop partnerships with stakeholders that can provide support such as mentorship or training to women in your organisation such as women's organisations or leadership institutes. • Build a network of gender focal points for gender-responsive disaster and climate resilience
Useful resources: Women's Resilience to Disasters Knowledge Hub: Systems and coordination	

Capacity

- Support women to attend women's leadership training
- Support women to engage in mentoring programmes
- Provide bias training to all staff to raise awareness of barriers to women's leadership
- Engage men as allies to support transforming workplace culture, including incorporating gender awareness into training (including climate and disaster resilience training)

Useful resources: [Women's Resilience to Disasters Knowledge Hub: Capabilities](#)

Funding

- Review budget allocations and consider financing internal initiatives that support either the leadership capacity or participation of women in your organisation's climate and disaster resilience building work.

Useful resources: [Women's Resilience to Disasters Knowledge Hub: Budgets](#)

See wrd.unwomen.org for more information