



GENDER EQUALITY STRATEGY

VISIONING SIGNATURE SOLUTION 6 -
GENDER EQUALITY AND
EMPOWERMENT OF WOMEN

UNDP SRI LANKA COUNTRY OFFICE
2019 - 2022



List of Abbreviations and Acronyms

AWP	Annual Work Plan
CO	Country Office
CPD	Country Programme Document
CSOs	Civil Society Organizations
GES	Gender Equality Strategy
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome
LPAC	Limited Project Appraisal Committee
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
RRF	Results and Resources Framework
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender-based Violence
UN	United Nations
UNDP	United Nations Development Programme
UNDG	United Nations Development Group
UNFPA	United Nations Population Fund
UN Women	United Nations Entity for the Advancement of Women
VAW	Violence Against Women



1. INTRODUCTION

“Gender equality is a fundamental human right and a necessary foundation for a peaceful, prosperous and sustainable world” (UNDP, 2018a)”

Gender equality and the empowerment of women and girls is central to the work of UNDP Sri Lanka, as we recognize that it is a necessary prerequisite to realize the sustainable development goals.

The Gender Equality Strategy of UNDP Sri Lanka is aligned to the third global Gender Equality Strategy (GES) of UNDP (2018 – 2021)² and the UNDP Strategic Plan (2018 - 2021) including the Common Chapter of the Strategic Plan of UNDP, UNICEF, UNFPA and UN Women which recognizes the importance of partnering with UN agencies to address gender inequalities and to strengthen the empowerment of women and girls.

UNDP’s approach to gender mainstreaming is two-fold: where it supports the empowerment of women and girls through targeted gender-specific interventions, and where it addresses gender concerns in developing, planning, implementing, and evaluating all policies and programmes.

UNDP’s gender mainstreaming approach is grounded in the core principles articulated in the global GES which are the guiding principles for the GES of UNDP Sri Lanka and include the following:

HUMAN RIGHTS

follows a human rights-based approach to development.

WOMEN & MEN ACTIVE AGENTS OF CHANGE

acknowledge that women and men are active agents of change.

LEAVING “NO ONE BEHIND”

considers targeting populations affected by multiple forms of discrimination to reach those furthest behind first.

TRANSFORMATION OF GENDER AND POWER RELATIONS

perceived as essential to achieve gender equality and the SDGs, hence pursue initiatives that accelerate structural transformations for gender equality and remove the institutional, societal, political and legal barriers hindering its achievement.

ENGAGING MEN & BOYS

recognize men and boys as allies in closing the gender gap and in empowering women and girls, and to also address discriminatory attitudes, practices and oppressive forms of masculinity that impact both women and men.

CONTEXTUALIZATION

working in partnership with the Government to follow a contextualized and country driven approach, especially in responding to the impact of COVID-19 on women and girls

INNOVATION & GENDER EQUALITY SEAL

achieving gender equality requires innovative approaches.

UNDP Sri Lanka with many years of experience working with the Government of Sri Lanka, Civil Society Organizations and private sector is looking to strategize and consolidate its efforts in gender equality and empowerment of women and girls as well as engaging with men and boys as agents of transformative change. Since 2018, the country office took a bold stand to ensure that gender is mainstreamed across all areas of UNDP Sri Lanka from programmes, operations, human resources, management, systems, results and the enabling environment, which should eventually contribute to the efforts of the Government of Sri Lanka in creating a more equal society for all. The formulation of a Gender Equality Strategy is a key significant milestone in achieving that (Refer Annex 1 for a glossary of gender terms).



² <https://www.lk.undp.org/content/dam/srilanka/docs/UNDP%20Gender%20Equality%20Strategy%202018-2021%20EST.pdf>

2. NATIONAL CONTEXT ANALYSIS



Sri Lanka is a multi-ethnic, multi-religious and culturally diverse country with a population of 20.9 million, of which 52% are women. Sri Lanka ranks 71 with a value of 0.780 in the Human Development Index 2019 (HDI) and was categorized as an upper middle-income country until June 2020, after which it was downgraded to a lower middle-income country following COVID-19 lockdown phase.

Sri Lanka ranks 86 (with a value of 0.380) out of 162 countries in the 2018 Gender Inequality Index (GII), based on three dimensions of gender-based inequalities – reproductive health, empowerment, and economic activity. In the Global Gender Gap Index (GGGI) 2018 developed by the World Economic Forum, looking at economic participation and opportunity, educational attainment, health and survival, Sri Lanka has risen to rank 100 out of 144 countries narrowing the gender gap.² The data presents a mixed picture of gender equality in Sri Lanka, in which while women have basic capabilities with access to education and health, they continue to face structural barriers, grounded in cultural and attitudinal biases that limit their full engagement in the political and economic spheres.

To understand the context of the country, one must take into consideration the impact of the 30-year long ethnic conflict on women, especially to women survivors in the North and East of Sri Lanka, being one of the most affected groups. Despite facing a torrent of losses,³ women took forward the role of rebuilding their lives and communities (Wanasundera, 2016).⁴ The Household Income and Expenditure Survey (HIES)⁵ highlights that 25.8% (or 1.4 million) of all households, are female headed households (FHH), with highest concentration in the Eastern and Northern Provinces, with 16.7% identified as widowed. The Peace Building Priority Plan estimates that there were 12,800 military widows in the South as a result of the conflict.⁶ Considering the social constrains and economic dependency, most of these FHH lack economic resilience, and in this context, became the primary income earner of the family.

Violent insurrections and class-based struggles from the 70s and 80s, as well as the recent 2019 Easter bomb attacks fueled the marginalization of minorities and incited a new form of exclusion and hate speech, spread largely through social media. Women from all ethnic and religious groups while being victims of these new forms of exclusion and hate speech, have played the important role of building bridges among deeply divided communities.

During 2020, Sri Lanka witnessed a strict curfew to contain the spread of COVID-19, limiting mobility, disrupting food supply chains, loss of employment and wages especially for daily labourers, informal workers and migrant workers. The lock down, also saw a rise in domestic violence as well as child abuse.⁷ Existing inequalities faced by women and girls deepened, with rising unpaid care work, and their role as front line workers (nurses and paramedics). Digitalization and innovative practices of running business processes has become a key national priority in Sri Lanka. A snapshot of existing gender inequalities in different sectors in Sri Lanka is given below.

² World Economic Forum (2018). "The Global Gender Gap Report 2018". Retrieved from: http://www3.weforum.org/docs/WEF_GGGR_2018.pdf

³ Loss of husbands, sons, brothers, home and belongings, loss of employment experiencing multidimensional poverty, re-victimization in IDP camps, sexual violence including rape, sexual bribery among other).

⁴ Wanasundera, L., 2006. Rural Women in Sri Lanka's Post Conflict Rural Economy, FAO and CENWOR, Regional Office for Asia and the Pacific.

⁵ Department of Census and Statistics, 2016. Household Income and Expenditure Survey 2016.

⁶ Government of Sri Lanka and the UN, 2016. Sri Lanka Peace Building Priority Plan.

⁷ Daily Mirror, Curfew causes spike in domestic violence, 22 March 2020. Colombo Page News Desk, 'Sri Lanka's NCPA, UNICEF gravely concerned over increase in child cruelty cases since start of COVID-19 curfew', 9 April 2020.

WOMEN IN THE LABOUR FORCE

The labour force participation (LFP) for men is 74.5% while it is half that amount for women at 36.6%. Similarly, while the total unemployment rate is 4.2%, the unemployment rate for men is 2.9%, compared to 6.5% for women.⁸ The severity of the low labour force participation rate for women in Sri Lanka was highlighted in a 2017 World Bank study stating that “Sri Lanka shows remarkable persistence in low LFP rates for women over the past three decades—with even a slight decline as the economy has expanded ... This presents significant challenge to the country’s growth and equity goals.”⁹ The 2016 Central Bank Annual Report outlined key reasons for gender disparity in labour force participation including: the lack of proper, safe, affordable child care facilities, inadequate provisions for flexible working hours, greater responsibility and care duties socially ascribed to women in households, as well as limitations faced when accessing public transport. The COVID-19 related economic shock is particularly impacting trade, export industries (especially apparel), tourism, agriculture, employment, investment, remittances, and SMEs (vast majority of Sri Lanka’s enterprises are MSMEs, accounting for nearly 80% of GDP and 45% of employment in 2018). This will especially affect those segments of the population which are already vulnerable due to socio-economic inequalities, such as women, older persons and people with disabilities, pushing a portion of the population into poverty. Hence, women are less likely to have been employed, generally are earning less, have fewer savings and assets and holding insecure jobs.



SEXUAL AND GENDER-BASED VIOLENCE (SGBV)

Another significant area of discrimination and inequality that manifests as a result of the unequal power relations and the perceived notion of ‘entitlement’ is sexual and gender-based violence (SGBV) where victims are largely women and children. The most prevalent types of SGBV in Sri Lanka include rape, sexual harassment, domestic violence, incest and sexual abuse as evident in research studies, reports and police records.¹⁰ There has been a spike in SGBV during the curfew imposed as a result of COVID-19, especially limiting victims/survivors movement, living with serious perpetrators, as well as limiting service provision for women suffering SGBV at home. This pandemic set a light to many women for whom the home is not a safe place to be in.

Addressing gender-based violence requires changes in attitudes and the dismantling of stereotypical norms that condone violence against women. According to recent studies, only about 4% of these types of crimes are reported to the authorities (UNFPA, 2017) given the ‘culture of silence’ and stigma which surrounds reporting. Besides the low percentage of reported cases, the overall reported grave crimes against women to the Police Bureau for the Prevention and Abuse of Children and Women in 2018, accounted for 742 cases of which 252 cases were for rape, while minor crimes reported for women stand at 7,333 cases.

⁸ Department of Census and Statistics (2017). “Sri Lanka Labour Force Survey – Annual Bulletin 2017”. Retrieved from: http://www.statistics.gov.lk/samplesurvey/LFS_Annual%20Bulletin_2017.pdf.

⁹ Solotaroff, Joseph and Kuriakose, 2017. Getting to Work: Unlocking Women’s Potential in Sri Lanka’s Labor Force, World Bank. <https://openknowledge.worldbank.org/handle/10986/28660>

¹⁰ Report of the Leader of the Opposition’s Commission on the Prevention of Violence against Women and the Girl Child, 2014.



POLICE DATA 2018 & 2017 (REPORTED CASES)				
	Minor Crimes Women	Grave Crimes Women	Minor Crimes Children	Grave Crimes Children
Total 2018	7,333	742	2,349	3,213
<i>Rape (2018)</i>		252		1384
<i>Grave sexual abuse (2018)</i>		33		670
<i>Grave hurt (2018)</i>		261		55
<i>Sexual harassment (2018)</i>	2312		1332	
<i>Beatings & hurt (minor) (2018)</i>	3865		565	
<i>Domestic Violence (2018)</i>	564		4	
Total 2017	8097	833	2,215 (girls 1428; boys 787)	2,981 (girls 2618; boys 363)
Minor Offences include: sexual harassment, beatings and inflicting harm, scolding/threatening/instilling fear, domestic violence, other offences.				
Grave Offences include: murder, intending to commit murder, severe injuries, trafficking, abduction, rape, incest, attempting to commit incest, grave sexual abuse.				
Source: Police Bureau for the Prevention of Abuse of Children and Women				

POLITICAL PARTICIPATION OF WOMEN

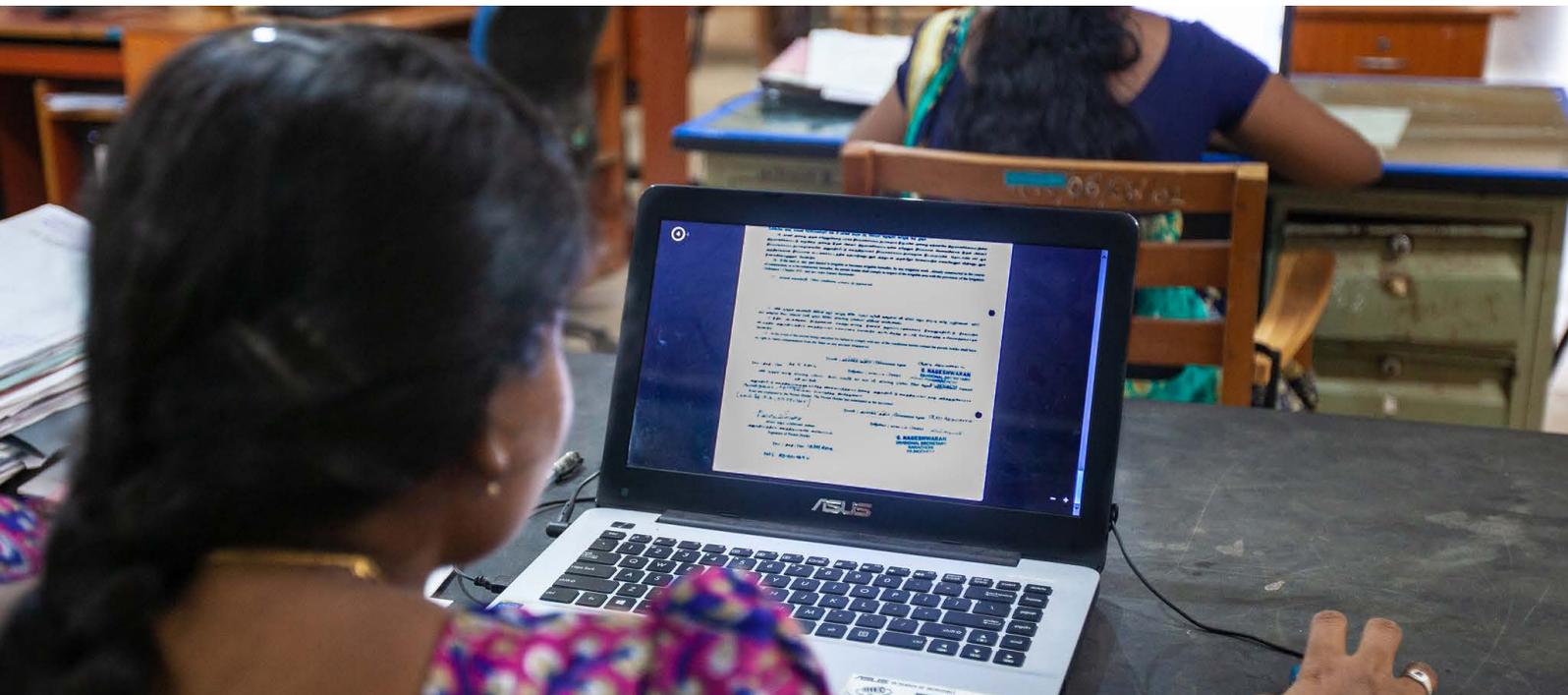
Sri Lanka ranks among the lowest in the area of female representation in politics in South Asia, despite having had female heads of state for 22 out of 69 years of post-independence history. The country is ranked 182 out of 192 in the Inter Parliamentary Union ranking of female representation in Parliament, with only 5.3% of Parliamentary seats occupied by women which is a little better than Maldives at 4.7%. In the last local government elections, the Parliament passed legislation in 2016 and 2017 to introduce a 25% and 30% mandatory quota for women at the local government and provincial council levels respectively. Unfortunately, in the 2018 local government elections women only won 22% (1919 seats) of the seats. Moreover, women were able to win the mandatory 25% seats in only 59 out of the 340 local authorities. The low participation of women in politics continues due to structural barriers of patronage and patriarchy (where men are the gate keepers) entrenched in stereotypical negative norms and attitudes that do not promote the entry of women into the political arena.

WOMEN IN DECISION MAKING AND GENDER PAY GAP

Gender inequality manifests itself further at decision-making levels with very few women holding managerial positions in the private sector – especially in the field of science, technology, engineering and mathematics (STEM), with only 13% of female graduates. Women experience higher unemployment rates, and only a few have entered male dominated professions. This is also the reality in top Government positions where there are very few women occupying leadership and managerial positions. Furthermore, there is a disparity in remuneration where equal pay for equal work remains a noticeable gap, especially among the low skilled / semi-skilled categories, such as in janitorial services, private security and other similar occupations. According to an ILO study undertaken in 2016, women in the private sector are paid 30% to 36% less than men who perform the exact same job, however in the public sector greater parity in wages is enjoyed by women.¹¹

ACCESS TO RESOURCES AND INDEBTEDNESS

In terms of access to and control of resources (such as credit, land, technology, investment capital) women experience a significant gender gap.¹² Compounding these issues is the gendered nature of the indebtedness problem that affects more women than men,¹³ which began at the household level to facilitate the purchase of basic household items and strengthen small-scale enterprises. These developments have led to an increased dependence on informal money lenders and microfinance companies perpetuating the cycle of debt- with indebtedness levels which have been linked to social problems such as the rise in suicide rates and sexual bribery, which are especially high amongst women.



FOREIGN EMPLOYMENT

Foreign employment continues to be the second highest foreign exchange earner. The majority of female migrant workers are being employed as domestic workers, while the majority of the males are recruited as skilled workers (47% of total male migrant workers in 2017)¹⁴, positioning women in a more vulnerable position. Despite that, foreign exchange earnings show that migrant workers in the Middle East, where more domestic workers migrate to, remitted 52% of all remittances in 2017. Several legislative changes have worsened the conditions for women migrating for lower skilled jobs, most often to the Middle East, where several have also reported SGBV including incidents of suicide. The limitation of movement that COVID-19 imposed has left many women stranded in the foreign countries, with no possibility of returning home, while their contracts and visas are expiring, making them vulnerable to violation to a number of rights.

11 https://www.ilo.org/colombo/info/pub/pr/WCMS_558635/lang--en/index.htm

12 FAO, 2018.

13 Given that more women have less assets than men.

14 Sri Lanka Bureau of Foreign Employment (2018). "Highlights". Retrieved from: <http://www.slbfe.lk/file.php?FID=488>

CLIMATE CHANGE

The impact of climate change in Sri Lanka is a priority issue as it aggravates inequalities, vulnerability and sustaining peace that affect many women and girls disproportionately. Regions that are vulnerable and lagging behind that are least resistant to climate change are located in the North, East, Estate sector and Uva Province. It is estimated that “the number of people affected annually by climate-related hazards increased from 400,000 in 1990 to 750,000 in 2013,¹⁵ and the long-term impacts of climate change could result in GDP losses of 1.2 per cent per year by 2050¹⁶”. Women have a greater responsibility for water management and food production, hence face several insecurities and inequalities where decisions are made largely by men with income remaining in the hands of men.



GENDER EQUALITY STANDARDS ADOPTED BY SRI LANKA

The national commitment to equal rights without discrimination on the grounds of sex commenced with the granting of the universal franchise to all in 1931 and is clearly articulated in the 1978 Constitution Article 12.¹⁷ The country has ratified several major international conventions on human rights indicating its commitment to gender equality. These include the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Beijing Platform for Action, the United Nations Security Council Resolution (UNSCR) 1325 on Women, Peace and Security, among others.

The historical progress towards women’s empowerment nationally was enhanced through the milestones highlighted in Box 1 and Box 2.

¹⁵ WFP. Sri Lanka Food Security Atlas: Livelihoods, Food Security and Resilience. Colombo, 2015.

¹⁶ World Bank, Sri Lanka (2015). (CPD Sri Lanka, 2017)

¹⁷ Article 12(1) of the Constitution of Sri Lanka states that ‘all persons are equal before the law, and are entitled to the equal protection of the law’. Article 12(2) also states that ‘no citizen shall be discriminated against on the grounds of...sex.

BOX 1: MILESTONES ON GENDER EQUALITY STANDARDS SRI LANKA – NATIONAL POLICIES AND LAWS, INTERNATIONAL CONVENTIONS

UN Conventions – Ratified/ acceded/signed by Sri Lanka:

- Ratified UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) - 5 October 1981
- Signature to the Beijing Platform for Action (BPFA) - 4- 15 September 1995
- Ratified UN Convention on the Rights of the Child – 1991
- Sri Lanka ratified a key International Labour Convention on gender equality, the Equal Remuneration Convention, 1951 (No. 100) on 01 April 1993
- Sri Lanka acceded to the UN Convention against Torture and Other Cruel, Inhuman, or Degrading Treatment or Punishment on 3 January 1994
- Sri Lanka acceded to the CEDAW Convention Optional Protocol on 15 October 2002
- Ratified UN Convention against Transnational Organized Crime (Palermo Convention) on 22 September 2006
- Provisions related to trafficking were introduced by the Penal Code Amendment Act No. 16 of 2006

Constitutional Measures/ Laws:

- State commitment to equal rights without discrimination on the grounds of sex commenced with granting of the universal franchise to men and women in 1931
- Article 12 of the 1978 Constitution of Sri Lanka recognizes gender equality and freedom from discrimination on the grounds of sex as a fundamental right
- The Prevention of Domestic Violence Act (PDVA), No. 34 came into operation on 03 October 2005
- Penal Code Amendments 1995 & 1998 (345 Sexual Harassment) (363 Rape) (364A Incest)
- Protection of the Rights of Persons with Disabilities Act, No 28 of 1996
- The Assistance to and Protection of Victims of Crime and Witnesses Act, No. 4 of 2015.
- Local Authorities' Elections Amendment Act of 2017: The Act introduced a 25% quota for women at the Local Government Elections.

National Policies:

- The first government policy on women, the Women's Charter - 1993 (only a Policy document does not have legal force)
- National Policy on Disability for Sri Lanka - 2003
- The National Labour Migration Policy formulated by the Ministry of Foreign Employment Promotion and Welfare - 2008
- The Family Policy was formulated by the Ministry of Social Services Sri Lanka in December 2010 and this was passed in 2014
- Family Policy of Sri Lanka - 2011
- National Policy Framework for Social Integration was formulated - 2012
- National Human Resources and Employment Policy formulated - 2012
- National Youth Policy formulated – 2014
- National Plan of Action on Women – 2014 (not rolled out)
- Draft Women Headed Households Policy in process. Concept approved by Cabinet - 2016

BOX 2: NATIONAL RESPONSE ON ENHANCING GENDER EQUALITY IN SRI LANKA

National Action Plans:

- The National Committee on Women drafted a Plan of Action Supporting the Prevention of Domestic Violence Act (PDVA) in 2005 which was not rolled-out
- The National Action Plan for the Protection and Promotion of Human Rights (NAP-PPHR) 2011-2016 was formulated in 2011
- The second National Action Plan for the Protection and Promotion of Human Rights (2017 – 2022) formulated in 2017
- The National Action Plan on Women (2014-2018) on the 12 Critical areas as per the BPFA – received provincial Cabinet approval, but not launched or rolled out.
- The National Plan of Action for the Implementation of LLRC Recommendations – Responsibilities by Thematic Area was formulated in 2014
- The Policy Framework and National Action Plan to address Sexual and Gender-based Violence (SGBV) 2016 -2020 approved by Cabinet in 2016

State Response on Gender Equality and Women's Empowerment:

- The main state machineries for ensuring gender equality came into force with the establishment of the Women's Bureau in 1978
- The first cabinet level Ministry of Women's Affairs (Ministry of Women's Affairs and Teaching Hospitals) was created in 1985
- Establishment of the National Committee on Women (NCW) Sri Lanka in 1993 following the formulation of the Women's Charter in the same year.
- Women and Children's Desks at police stations were established in 2000
- The Gender Bureau at the Ministry of Labour and Labour Relations was established in 2008

Amendments to Discriminatory Laws tabled in Parliament in 2019 initiated by Parliament Sectoral Oversight Committee on Women and Gender with the Department of Legislative Services of Parliament (supported by UNDP):

- Bill to amend the General Marriages Ordinance (GMO) to allow all citizens to register their marriage under the GMO. Previously, the Muslim community was not allowed to marry under the said Law.
- Bill establishing 18 years of age as the minimum age of marriage for all citizens including the Muslim community where this did not apply before.
- Bill to ensure gender equality in land inheritance by amending the LDO where the male child had prominence and the female child only inherited in the absence of male siblings.

3. GENDER EQUALITY IN UNDP SRI LANKA PROGRAMME AND PROJECTS



3.1. THE UNITED NATIONS SUSTAINABLE DEVELOPMENT FRAMEWORK (UNSDF), COUNTRY PROGRAMME DOCUMENT (CPD) AND RESULTS RESOURCES FRAMEWORK (RRF) OF UNDP SRI LANKA

The United Nations Sustainable Development Framework (UNSDF) 2018-2022¹⁸ provides the overarching framework for the work of the United Nations in Sri Lanka in line with national priorities of the Government,¹⁹ the Public Investment Programme (2017-2020), the 2030 Agenda for Sustainable Development and the Sustainable Development Goals.

UNDP Country Programme Document (CPD) takes a rights-based approach to promoting gender equality by engaging duty-bearers and rights-holders, and the increasing use of gender analysis to bring about transformative changes in social, economic and political structures²⁰.

The current country programme of UNDP Sri Lanka comprises three portfolios: Inclusive Governance and Peacebuilding, Climate Change and Energy, and the Policy and Engagement. Gender is a cross cutting theme across both portfolios and has been strengthened as part of the gender seal process which began in 2018.

3.2 STRATEGIC ENTRY POINTS UNDER THE GENDER EQUALITY STRATEGY OF UNDP SRI LANKA (2019 – 2022)

The country office GES is aligned to the CPD, UNSDF and the Strategic Plan Signature Solution 6 – Gender Equality and empowerment of women and girls. Key objectives of the CO GES are:

- Establishing guidelines to mainstream gender equality at all levels in UNDP Sri Lanka from programmes to operations including monitoring and evaluations.
- Identifying and documenting gender transformative results across programmes / projects of UNDP Sri Lanka addressing structural barriers to gender inequality as well as effective COVID-19 response measures;
- Setting standards for an inclusive, respectful, gender equal workplace environment.
- Aligning SDG gender equality targets/ indicators to programmes / project targets/ indicators of UNDP Sri Lanka.

18 https://lk.one.un.org/wp-content/uploads/2017/08/Final_UNSDF_2018-2022.pdf

19 National priorities are now in line with the policy statement of the new President Gotabaya Rajapakse “Visions of Prosperity and Splendour”

20 UNDP Sri Lanka, Country Program Document 2018 – 2022

UNSDF Outcome/ CPD	UNDP SL CPD	Outputs	Key Gender Actions/ Entry Points	Link to UNDP Strategic Plan and GES
Outcome 1 (UNSDF Driver 2): Strengthened innovative public institutions and engagement toward a lasting peace				
<p>Driver statement: “By 2022, people in Sri Lanka, especially the marginalised and vulnerable, benefit from more rights-based, accountable, inclusive and effective public institutions, to enhance trust amongst communities and towards the State.”</p>	<p>Outcome 1: Sustaining peace through more inclusive, effective and accountable governance</p>	<p>Output 1.1. Select policymaking and oversight structures strengthened to perform core functions for improved accountability and inclusivity.</p> <p>Output 1.2: Marginalized and vulnerable communities have increased and equitable access to justice, including demand-driven legal protection and gender sensitive services.</p> <p>Output 1.3: National and subnational level institutions have the capacity to deliver equitable, accountable and effective services.</p>	<p><u>Engaging with Parliament:</u></p> <ul style="list-style-type: none"> • TA to amend discriminatory laws against women through the Sectoral Oversight Committee (SOC) on Women and Gender; • TA to Parliament to implement UN Resolution 1325 on Women, Peace and Security • Dialogue forums between civil society organizations and the SOC on Women and Gender/ Select Committees , as well as the Parliament Secretariat on identified issues concerning women, peace, and security were conducted. <p><u>Human Rights Commission/ National Police Commission/ Right to Information Commission:</u></p> <ul style="list-style-type: none"> • Recommendations of the NPC gender studies on structural barriers with the SL police and victim-sensitive services to be rolled out • Development of gender standards for NPC and related capacity building • Gender-sensitive victim-centered investigation techniques to be integrated in Independent Commissions • HRC - gender considerations of Prison study to be rolled-out <p><u>Access to Justice & Addressing SGBV:</u></p> <ul style="list-style-type: none"> • Victim and Witness Protection (VWP) law reviewed integrating aspects of gender, disability and sexual-orientation • Operationalizing the National Plan of Action to address SGBV including strengthening the steering committee and sectoral plans – linking with UN agencies. • Strengthening services to survivors of SGBV – legal assistance, court representation, counselling & shelters through CSOs. • Linking with State and UN agencies to ensure a sustained response on shelters for women and girls. 	<p>SP Outcome 2- Accelerating structural transformations for sustainable development is prioritized;</p> <p>Signature Sol - 6</p> <p><i>Priority a -Removing structural barriers to women's economic empowerment, including women's disproportionate burden of unpaid care work;</i></p> <p><i>Priority b -Preventing and responding to gender-based violence;</i></p> <p><i>Priority c - Promoting women's participation and leadership in all forms of decision-making</i></p>

UNSDF Outcome/ CPD	UNDP SL CPD	Outputs	Key Gender Actions/ Entry Points	Link to UNDP Strategic Plan and GES
			<ul style="list-style-type: none"> • Advocate for National commitment to strengthen the SGBV referral system at district and divisional level • Strengthened programme engaging with men and boys as changemakers – confronting gender stereotypes and ending VAW • Engaging with youth on Innovative solutions using design thinking to address cyber violence among youth, especially among young women and girls. • Audio-visual material on addressing SGBV, victim-centric services • Training of judges on gender-sensitive implementation of laws • Speak-up campaign against sexual harassment in public space harassment. <p><u>Business & HR</u></p> <ul style="list-style-type: none"> • Mentoring and strengthening women-led entrepreneurs/ investors and businesses • Undertake Gender Assessment focusing on the gender pay gap and other key priorities in the private sector including women's burden in unpaid care economy • Enhance private sector engagement on advancing gender equality. • Advocating for zero tolerance of sexual harassment at the workplace. • Strengthen women's empowerment and leadership in the workplace through the Gender Equality Seal for Private and Public Enterprises. <p><u>Gender and Peace Initiative (UNW & UNDP)/ Reconciliation/ Resettlement</u></p> <ul style="list-style-type: none"> • Sensitization of public sector institutions on sexual bribery and exploitation • Para-legal capacity building of Women Development Officers 	

UNSDF Outcome/ CPD	UNDP SL CPD	Outputs	Key Gender Actions/ Entry Points	Link to UNDP Strategic Plan and GES
			<ul style="list-style-type: none"> Enhance business / financial skills of widows and Women headed household and strengthen livelihoods and entrepreneurship. <p><u>Resettlement Project:</u></p> <ul style="list-style-type: none"> Resettlement programmes in the North & East target WHH – strengthening leadership and increased income of women through livelihood/ entrepreneurship. <p><u>Capacity Development for Local Governance:</u></p> <ul style="list-style-type: none"> Women councillors at local government level have secured space/ and strengthened agency to initiate development projects Agency of women empowered at local government level to participate in politics & decision making District Development plans informed by recommendation from women's activist groups <p>New GEN 3 Project on gender equality to be developed – Visioning Signature Solution 6 will address key gender inequalities existing in Sri Lanka and align to the 4 priority areas of Signature solution 6. These include: <i>Removing structural barriers to women's economic empowerment; Preventing and responding to gender-based violence; Promoting women's participation and leadership in all forms of decision-making; and strengthening gender-responsiveness in crisis prevention and climate change.</i></p> <p>The GEN 3 project will address structural inequalities in order to accelerate transformations for sustainable development.</p>	
Outcome 2 (UNSDF Driver 4): Enhancing resilience to climate change and disasters and strengthening environmental management				
<p>Driver Statement: “By 2022 People in Sri Lanka, in particular the vulnerable and marginalised are more resilient to climate change and natural disasters and benefit from increasingly sustainable management of natural resources,</p>	<p>Outcome 2: Building resilience through integrated climate and disaster risk management</p>	<p>Output 2.1: Policies and risk management strategies are implemented at national and subnational levels (rural and urban) for enhanced adaptation and resilience to climate change and disaster risk.</p> <p>Output 2.2: Policies, systems and technologies in place to enable people to benefit from sustainable</p>	<ul style="list-style-type: none"> Strengthening the resilience of agricultural communities through sustained livelihoods engaging women (with attention to Women Headed Households, women with disabilities, women daily wage earners given COVID context) through introduction and scaling-up of alternative livelihoods. Creating ‘inclusive’ platforms for women to learn and generate income (non-traditional) breaking structural barriers of marginalization. Capacity building initiatives to enhance the ‘decision-making’ abilities of women through financial 	<p>SP Outcome 3. Building resilience to shocks and crises is needed.</p> <p>Signature Sol - 6</p> <p><i>Priority a -Removing structural barriers to women's economic empowerment, including women's disproportionate burden of unpaid care work;</i></p> <p><i>Priority c - Promoting women's participation and leadership in all forms of decision-making</i></p>

UNSDF Outcome/ CPD	UNDP SL CPD	Outputs	Key Gender Actions/ Entry Points	Link to UNDP Strategic Plan and GES
better environmental governance and blue/green development.”		<p>management of natural resources.</p> <p>Output 2.3: Low-carbon pathways and green development promoted focusing on renewable energy and blue-green investment</p> <p>Output 2.4: Reliable information systems/capacities established to strengthen accountability, use of evidence-based decision-making, and management of environmental standards.</p>	<p>management, exposure to innovation and marketing skills.</p> <ul style="list-style-type: none"> • Breaking gender barriers and stereotypes by women entering non-traditional jobs (such as divers) and participating in Bar Reef Marine Conservation and strengthening livelihoods through mobilizing community to engage in conservation • Innovative, ‘out of the box’ techniques remove barriers and promote inclusion of women in the RAC field (entrepreneurs, technicians or engineers). • Ensure women experts inform key reports such as TNC Report to UNFCCC where women with expertise in this area, inform greater gender inclusion and gender disaggregation criteria. • Engaging with women-led CSOs/ young women’s groups in addressing conservation efforts, recycling of waste and upscaling nature based solutions. 	<i>Priority d - Strengthening gender-responsive strategies in crisis (conflict and disaster) prevention, preparedness and recovery</i>
Outcome 3 (UNSDF Driver 1): Towards improved data, knowledge management and evidence-based policy				
Driver statement: “By 2022, people in Sri Lanka benefit from improved data and knowledge management to address inequities and ensure inclusive and responsive decision making	<i>Outcome 3: Building the data and knowledge foundations for evidence-based policy development</i>	<p>Output 3.1: National and subnational data collection measurement and analytical systems in place to monitor progress on the SDGs.</p> <p>Output 3.2: Evidence-based national development plan(s) informed by sustainable development framework formulated with citizen engagement.</p>	<ul style="list-style-type: none"> • The SDG Tracker visualizes gender indicators and targets achievement towards global benchmarks and triggers discussions at the national level for progress assessment. • 2022 -2023 NHDR to capture core gender issues on addressing discrimination and inequalities. • 50% of Hack-a-dev challenges for each year to captures gender equality results. 	<p>SP Outcome 2. Accelerating structural transformations for sustainable development is prioritized; Signature Sol - 6</p> <p><i>Priority c - Promoting women’s participation and leadership in all forms of decision-making</i></p>

Analyzing the gender focused interventions throughout the CPD, it is clear that it includes interventions specifically directed to increasing women’s access to resources and services such as: women’s increased access to justice (50% women) and gender sensitive services; women’s strengthened livelihoods through entrepreneurship, skills training and business support through strengthened economic advisory services units (60% women); increased access to reliable safe water supply for women in dry zone districts experiencing climate shocks and stresses (50%). The fact that there is an outcome indicator on national budget is a positive aspect for reaching gender equality. However, to have a stronger framework in achieving gender equality results, gender equality should be integrated in at least one output under each of the outcomes, as well as at output indicator level. The CO intends to address these gaps through its country office COVID-19 responsive gender action plan for 2020 – 2021/22.

3.3. INSTITUTIONAL ARRANGEMENTS AND BUSINESS PRACTICES FOR GENDER MAINSTREAMING

3.3.1 Gender Focal Team of UNDP Sri Lanka

UNDP Sri Lanka appointed its first Gender Focal Team (GFT) in 2016 with a focus of taking forward gender integration at UNDP Sri Lanka Country Office. The GFT at this point of time, considered the importance of gender along the lines of programme visibility and rolled out a few stand-alone gender focused projects as the main contribution. This however, did not address the structural barriers nor did it result in any real change within the country office.

In 2018, UNDP Sri Lanka decided to address these gaps by putting in place steps to integrate gender equality at the CO level and mainstream gender into all programmes and country office policies and internal procedures. UNDP Sri Lanka also applied to participate in the UNDP Gender Seal Certification process as a measure to strengthen, inspire and support integration of gender equality at all levels of work.

A multidisciplinary Gender Focal Team (GFT) was appointed to facilitate the process and to ensure effective gender mainstreaming mechanisms are in place. The Resident Representative leads the GFT supported by the Deputy Resident Representative and the Gender Specialist. The GFT puts into practice collective ownership of work towards gender equality, promoting office-wide participation, organizational learning to effectively mainstream gender into policies, programmes and operations, to ensure systematic tracking of results, while fostering a harassment-free workplace.

The GFT meets once a quarter, ensuring that gender equality remains a high priority at country level. The GFT is also free to convene as and when required, given CO requirements. (for full Terms of Reference, please see Annex 5).



3.3.2 Gender Equality Action Plan

Under the leadership of the Gender Focal Team of UNDP Sri Lanka, in 2018, a Country Office action plan was developed along the benchmarks proposed by the Gender Equality Seal, which led to identifying of key strengths and weaknesses, and most importantly was an internal learning process for UNDP Sri Lanka. Some examples of good practices on gender equality adopted were:

- Integration of country office/ field office gender training, including post-evaluation of the interventions.
- Strengthening linkages with women's rights CSOs to enhance the voice of women and strengthen their agency across programmes, including through gender transformative stories and videos.
- Raising awareness of sexual harassment at the workplace and putting in place strengthened reporting mechanisms under the leadership of the sexual harassment focal team.
- Integrating gender equality standards and mechanisms in human resources and procurement.
- This process further led to the drafting of the Country Office Gender Equality Strategy 2019 -2022, which outlined the overall strategic focus of UNDP Sri Lanka.

4. WAY FORWARD: INSTITUTIONAL TRANSFORMATION TO ACHIEVE GENDER MAINSTREAMING AND GENDER EQUALITY RESULTS



UNDP Sri Lanka continues to support the efforts of the Gender Theme Group, in close cooperation with the other UN Agencies in achieving gender equality results, as well as taking forward policies and procedures in the United Nations System Wide Action Plan (UN-SWAP) on gender equality and women's empowerment. UNDP Sri Lanka prioritizes the following areas to systematically help achieve gender equality. These include: leadership; accountability mechanisms and oversight; gender-transformative policy, planning and programming; gender architecture; capacity development; knowledge and communication; and operations, management and human resources.

4.1 LEADERSHIP FOR GENDER EQUALITY

Senior Management led by the Resident Representative and Deputy Resident Representative, supported by the Integrated Management Team (IMT) of UNDP Sri Lanka will lead by example and ensure that achieving gender equality will remain a core priority area of UNDP Sri Lanka. Reporting on gender equality in annual/ mid programme reviews and visioning the gender transformative results will be ensured by the leadership team. Ensuring gender equality and empowerment of women is integrated in all speeches, statements and advocacy efforts, while ensuring 'gender balanced panels' will be promoted in all UNDP hosted panels and events.

4.2 ACCOUNTABILITY MECHANISM TO ACHIEVE GENDER RESULTS

Since commencing the gender seal process, UNDP Sri Lanka has put in place a core gender institutional framework for ensuring gender mainstreaming into all areas of our work. In this respect the following have been undertaken / in-process to ensure organizational effectiveness for gender equality and the empowerment of women.

- Gender Equality Strategy of UNDP Sri Lanka will be reviewed once every second year by the Gender Focal Team led by the RR and DRR, with input from the wider staff.
- Gender Equality Annual Action Plan adopted and monitored. Progress on the Gender Equality Annual Action Plan of UNDP Sri Lanka will be monitored on a quarterly basis by the Gender Focal Team led by the RR and DRR, and informing the wider staff.

- The corporate Gender marker is a key instrument used to ensure that gender results are reported which are visible at global level. Going forward UNDP Sri Lanka will move away from GEN 0 and GEN 1 projects and will strive to ensure that all projects receive a GEN 2 or GEN 3 score, through a process of gender review (Please refer Annex 3 and 4 for the UNDP Gender Marker Code and the Programmatic Gender Review).
- Annual results (reported through ROAR) will capture the key annual results of the CO with special focus on GEN 2 and GEN 3 projects, highlighting transformative change.
- Project documents' results and resources frameworks (RRF) contain gender-disaggregated indicators and targets which are monitored and reported in project progress reports and in ROAR.
- Staff Performance Management Goals to be gender responsive. The implementation of the gender equality strategy / action plan and the gender parity pledge will be recognized as a key benchmark of good performance for all middle and senior managers. All managers will identify key criteria from the CO gender equality strategy / action plan relevant to their team and assess performance based on progress achieved.
- Auditing and evaluation. UNDP evaluations are guided by the norms and standards for evaluation in the United Nations system ²¹, with gender criteria mainstreamed in assessing results and impact.

4.3 GENDER-TRANSFORMATIVE POLICY, PLANNING AND PROGRAMMING

To ensure effective integration of gender equality and women's empowerment in all stages of pro-gramming at UNDP Sri Lanka, the following measures have commenced and will be undertaken:

- Gender analysis will inform all projects of UNDP Sri Lanka using the corporate gender analysis guideline led by relevant program teams supported by the gender specialist, gender focal points and any other external gender subject specialist (refer to UNDP Guidance Note on how to conduct a Gender Analysis²²).
- The rationale of the programme/project will attempt to address structural barriers to inequality including gender inequality and transformative changes to advance gender balanced development in at least one area.
- The RRF will include at least one gender-specific outputs and related indicators.
- The CO will make a concerted effort to move away from GEN 0 and GEN 1 projects. The gender review format will be used to review the GEN score of existing projects and to develop a programme/ project-based gender action plan to mainstream gender and GBV where relevant. The action plan will be reviewed annually and at mid-year project reviews. Mid-year project reviews will be led by the RR/DRR and supported by the Gender Specialist, the gender focal points and design and quality analysts. (Please refer to Annex 4 for the template used by UNDP Sri Lanka).
- The CO will systematically address gender equality issues in ongoing and new project development through inputs from the gender specialist, as well as other team members at various junctures of the project development and implementation process.
- TORs and RFPs submitted to Procurement Unit/ HR will, to the best extent possible, include gender criteria which will be weighted at the point of technical evaluation.
- Starting from 2020, 80% of all projects will ensure that a minimum of 15% is allocated to gender equality related activities, putting in place a dedicated budget for gender-related activities.
- Resource mobilization needs to secure at least one GEN 3 project, collaborating at inter-agency level in this respect.
- New resource mobilization attempts for GEN 2 (gender as a significant objective) and GEN 3 (gender as a principle objective) projects need to indicate at least 15% - 30% of total funds for gender equality and women's empowerment.

4.4 GENDER CAPACITIES

The gender seal process inspired the CO to integrate many good practices on streamlining gender training for all staff, which began in 2019. Moreover, obtaining feedback from participants is now an essential part of all

²¹ United Nations Evaluation Group, 2005. Standards for Evaluation in the United Nations System and Norms for Evaluation in the United Nations System

²² Please refer UNDP Guidance Note on How to Conduct a Gender Analysis https://info.undp.org/sites/bpps/SES_Toolkit/SES%20Document%20Library/Uploaded%20October%202016/UNDP%20Guidance%20Note%20how%20to%20conduct%20a%20gender%20analysis.pdf

gender-related training, with post evaluation forms enabling a more targeted training to be undertaken. The following tools and actions have been used to strengthen internal capacities on gender equality:

- The Induction Package of UNDP Sri Lanka has integrated introductory gender training and training on prevention of sexual harassment at the workplace for newcomers.
- UNDP has strategically placed the Gender Specialist reporting to the Deputy Resident Representative to help guide and support all projects, human resources and operations at UNDP Sri Lanka.
- The Gender Specialist supported by external gender experts as relevant and project focal points will lead gender training as an ongoing capacity building programme for all UNDP Sri Lanka staff. Annually, a capacity building assessment will be undertaken to ensure that specific requirements of staff are included in the country office gender training plan. Gender training is categorised into three areas – introductory, advanced and thematic. Special attention will be given to training and engaging men as change agents to challenge gender stereotypes and address violence against women.
- The Friday learning sessions initiated by UNDP Sri Lanka will focus on at least one gender related learning session at least once a quarter. In order to strengthen internal gender capacities approximately 10% of the learning budget will be allocated to gender focused learning activities.
- All staff will be required to complete all mandatory learning courses, specially following the progress on the course on gender journey and sexual harassment in the workplace.
- All gender studies and knowledge products developed through UNDP support will be shared with UNDP staff through Friday learning sessions. Women-leaders and gender experts will be invited to these events to share their knowledge and experience in the area of gender and development.

4.5 PROMOTING AN INCLUSIVE, DIVERSE AND SAFE ENVIRONMENT

4.5.1 Zero tolerance of sexual harassment, sexual exploitation and abuse of authority:

UNDP Sri Lanka remains committed to fostering an inclusive, diverse and safe environment where there is zero tolerance of sexual harassment in the workplace and sexual exploitation and abuse (SEA).²³ UNDP Sri Lanka has appointed 5 focal points to follow-up on issues of sexual harassment and abuse. The following materials have been published and are available on the UNDP Sri Lanka website.²⁴

- Policy on Harassment, Sexual Harassment, Discrimination and Abuse of Authority in English, and translations into Sinhala and Tamil.
- UN Secretary General’s Bulletin on Special measures for protection from sexual exploitation and sexual abuse.
- Policy for Protection against Retaliation in English and Translations into Sinhala and Tamil.
- Gender Equality Brochure of UNDP.
- “Speak up” Campaign materials.

4.5.2 Gender-responsive Communication:

- The communication strategy for UNDP Sri Lanka will be guided by the corporate gender-responsive communication guideline.
- The Strategic Communication Action Plan inclusive of gender considerations will inform all communication documents of UNDP Sri Lanka Country office. All communication materials to be cleared by the UNDP Communications team. (Please see Annex 6 - UNDP Sri Lanka’s Strategic Communication Action Plan 2019 - 2020)



23 <http://www.undp.org/content/undp/en/home/accountability/combating-sexual-exploitation-and-abuse.html>.

24 <https://www.lk.undp.org/content/srilanka/en/home/gender-equality/>

- All UNDP Sri Lanka teams to be guided by the 10 principles of gender responsive communication toolkit which is available online.
- A Do No Harm approach needs to be followed in all communications material, with gender related communications to benefit from the gender specialist's input.
- UNDP Website to be updated by gender transformative stories from each cluster at least once a year.

4.5.3 Breast feeding room/childcare room

UNDP opened the first ever breast-feeding room in the UN Compound in 2019. The room may also serve as a childcare room, in order to support UNDP/ UN male and female staff. UNDP has led by example as part of the UN family in providing this facility. In an ongoing COVID 19 context, plans to organize events for children will be placed on hold and reinitiated next year

4.5.4 Work-life balance policy/flexi hours policy

UNDP Sri Lanka has a Memo on work life balance/ work from home and flexi hours policy, which is regularly used by staff after obtaining the clearance of the supervisor with the aim of providing more flexible working arrangement.

4.6 GENDER EQUALITY IN OPERATIONS, MANAGEMENT AND HUMAN RESOURCES

UNDP Sri Lanka is committed to ensuring that gender is mainstreamed in all areas and will take the following measures:

- Operations and HR staff will undergo gender training on an annual basis

4.6.1 Gender parity

According to the UN System-Wide Strategy on Gender Parity launched by the Secretary-General and as per the UNDP Gender Parity Strategy 2018–2021, UNDP will seek to attain gender parity among all staff and among senior management by end 2021. Presently at UNDP Sri Lanka, gender parity is close in the Service Contract category with 57.1% men and 42.9% women. Among the National Professional Officers and the General Service Staff category there are more women than men (80% women and 20% men) as a result of the change management process 2017/2018. The gender parity direction is to be considered in the future appointments. Related the CO will strive to ensure:

- Gender balanced panels at all UNDP CO supported events.
- Gender sensitive recruitment processes are followed at all times through the developed gender sensitive interview guidelines (including gender balance in the interview panel, shortlist candidates, and assessment/ evaluation criterion)
- Advertisements that are placed including individual consultants to include a phrase "UNDP is committed to achieving workforce diversity in terms of gender, disability, ethnicity and culture. Individuals from different geographic locations, minority groups and persons with disabilities are encouraged to apply."



5. PARTNERSHIPS FOR GENDER EQUALITY



UNDP believes that partnerships are key to reaching the furthest behind, as well as ensuring that our work is influencing a development agenda that promotes gender equality as essential to achieving sustainable human development. Related CO Partnerships and Communication Action Plan for 2020 will incorporate gender equality objectives.

5.1 CO-ORDINATION AND PARTNERSHIP WITH UN SYSTEM AND OTHER DEVELOPMENT PARTNERS

UNDP Sri Lanka works systematically with the UN system through the UN Gender Theme Group (chaired by WHO at present supported by UNFPA and UN Women), which meets approximately once a quarter (or as required) and initiated the UNCT-SWAP gender equality score card in 2020 engaging with all UN gender focal teams. At national level UNDP is part of the National Forum against GBV which is a multi-sectoral forum chaired by UNFPA and co-chaired by a rotational national level CSO or INGO. Other coordination mechanisms include, the Development Partners Gender Working Group where UNDP is represented and together with UNFPA, co-leads the national engagement strategy with reference to SGBV. At the project level, UNDP has partnered with UN Women on the Gender and Peace Initiative and with UNFPA on addressing SGBV.

5.2 PARTNERSHIP WITH GOVERNMENT

Given the wide scope of work at UNDP, the country office works in close partnership with several Government Ministries with programmes directed through the different government institutions/ departments at national and sub-national levels. UNDP has partnered with the Ministry of Women and Child Affairs and Social Security since 2013 and will continue the engagement at strategic level. UNDP is also working on gender equality issues with key ministries such as the Ministry of National Policies, Ministry of Local Governance, Ministry of Justice and Ministry of Environment among others. UNDP has built strong partnerships, mainstreaming gender with the National Police Commission, Human Rights Commission, Right to Information Commission and the Parliament of Sri Lanka. Following the Parliamentary elections in August 2020, strengthening relationships with other key line ministries on gender equality initiatives will be prioritized.

5.3 PARTNERSHIP WITH CIVIL SOCIETY ORGANIZATIONS (CSOS), ACADEMIA, THINK TANKS AND THE MEDIA

UNDP has partnered with several leading CSOs, especially in addressing SGBV through a sustained long-term partnership and strengthening of CSOs. UNDP will continue seeking and innovatively strategizing the partnerships with women's organizations, research organizations and think tanks in a participatory consultative manner.

UNDP will further seek to engage with the Men Engage Alliance to ensure that UNDPs projects are informed by men who see themselves as being 'change agents' in this process. Young women and young men, girls and boys who are the future of Sri Lanka will be also engaged as a key group to influence attitudinal change and promote gender equality. In this respect youth groups, CSOs led by persons with disabilities, women headed households, persons with different sexual orientation and others will be consulted to ensure UNDP projects leave no one behind.

The media remains an important player of reporting on gender equality work of UNDP and other UN agencies. Close links are established between UNDP and media groups through the Communications team following the Communication Strategy of UNDP. UNDP will seek to partner with key strategic media groups to leverage its initiatives and use innovative tools of communication to reach the furthest behind.

5.4 PARTNERSHIP WITH PRIVATE SECTOR

The private sector, as the engine of growth, is a key partner of UNDP Sri Lanka and has supported UNDP through its work with the CITRA lab, Social Impact Funds and other initiatives. Taking into consideration the range of corporate tools UNDP has for achieving gender equality, UNDP Sri Lanka will explore promoting the Gender Equality Seal for Private and Public Enterprises, to strengthen gender equality, women's empowerment and leadership in the workplace and the decision-making sphere.

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Annexes

Annex 1: A glossary of key gender terms

(Source Please refer: <https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36>)

Sex describes the biological differences between men and women, which are universal and determined at birth.

Gender refers to the roles and responsibilities of women and men that are created in our families, our societies and our cultures. The concept of gender also includes the expectations held about the characteristics, aptitudes and likely behaviors of both women and men (femininity and masculinity). Gender roles and expectations are learned. They can change over time and they vary within and between cultures. Systems of social differentiation such as political status, class, ethnicity, physical and mental disability, age and more, modify gender roles. The concept of gender is vital because, applied to social analysis, it reveals how women's subordination (or men's domination) is socially constructed. As such, the subordination can be changed or ended. It is not biologically predetermined nor is it fixed forever.

Gender Equality means that women and men have equal conditions for realizing their full human rights and for contributing to, and benefiting from, economic, social, cultural and political development. Gender equality is therefore the equal valuing by society of the similarities and the differences of men and women, and the roles they play. It is based on women and men being full partners in their home, their community and their society.

Gender equality (Equality between women and men)

This refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development.

Source: UN Women, [OSAGI Gender Mainstreaming - Concepts and definitions](#)

Gender Equity is the process of being fair to men and women. To ensure fairness, measures must often be put in place to compensate for the historical and social disadvantages that prevent women and men from operating on a level playing field. **Equity is a means. Equality is the result.**

Gender-mainstreaming is a process rather than a goal. Efforts to integrate gender into existing institutions of the mainstream have little value for their own sake. We mainstream gender concerns to achieve gender equality and improve the relevance of development agendas. Such an approach shows that the costs of women's marginalization and gender inequalities are born by all. UN ECOSOC describes gender mainstreaming as "the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality". (ECOSOC Agreed Conclusions 1997/2)

Gender inequality index (GII) In 2010, the UNDP developed a new index for measuring gender disparity, called the Gender Inequality Index (GII). This index is a composite measure which shows the loss in human development due to inequality between female and male achievements in three dimensions: (1) reproductive health, (2) empowerment, and (3) the labor market. The index ranges from zero, which indicates that women and men fare equally, to one, which indicates that women fare as poorly as possible in all measured dimensions. The new index was introduced in the 2010 Human Development Report as an experimental measure to remedy the shortcomings of the previous, and no longer used, indicators, the Gender Development Index (GDI) and the Gender Empowerment Measure (GEM), both of which were introduced in the 1995 Human Development Report. According to the index, there is no country in the world where women are equal to their men. In other words, gender equality remains a distant reality still.

Source: UNDP, [Gender Inequality Index](#)

Gender gap

The term gender gap refers to any disparity between women and men's condition or position in society. It is often used to refer to a difference in average earnings between women and men, e.g. "gender pay gap." However, gender gaps can be found in many areas, such as the four pillars that the World Economic Forum uses to calculate its Gender Gap Index, namely: economic participation and opportunity, educational attainment, health and survival and political empowerment.

Source: See Hausmann, Ricardo, Laura D. Tyson, Saadia Zahidi, Editors (2012). ["The Global Gender Gap Report 2012"](#). World Economic Forum, Geneva, Switzerland.

Gender parity

Gender parity is another term for equal representation of women and men in a given area, for example, gender parity in organizational leadership or higher education. Working toward gender parity (equal representation) is a key part of achieving gender equality, and one of the twin strategies, alongside gender mainstreaming.

Annex 2: Sri Lanka Statistics including gender related data

Sri Lanka Statistics / Gender Statistics			
Criteria	Overall / Total	Female	Male
Human Development Index	Rank 71 (value 0.780)🌐		
Gender Inequality Index	Rank 86 (Value 0.380)🌐		
Global Gender Gap Index (GGGI)	Rank 100 (2018) **		
Gender Development Index	Rank 0.938 🌐		
Women Peace and Security Index (WPS Index 2019/20)	Rank 107 (value .679)		
Maternal Mortality Rate (deaths per 100,000 live births)	30🌐		
Adolescent Birth Rate (births per 1000 women ages 15 – 19)	20.9🌐		
Seats in Parliament by female	5.3 (12 members out of 225)	5.3%	94.7%
Population with at least secondary education (% ages 25 and over)	Female 82.6 Male 83.1	82.6%	83.1%
Labour Force Participation Rate (%) (15 years and over)	54.1☐	36.6%	74.5%
Life expectancy at birth (years)	76.8 🌐	80.1	73.4
Literacy Rate (DCS) http://www.statistics.gov.lk/Gender%20Statistics/MoreInfo.php	95.7 %	94.6	96.9
Contraceptive Prevalence Rate, any method (% of married women ages 15 – 49)	65% ☐		
Antenatal coverage of at least one visit	99%☐		
Birth attended by skilled health personnel	99.5%☐		
Total Fertility Rate	2.2% ☐		
Child Mortality Rate (per 1,000 live births)	6 ^ (World Bank)		
Labour Force Participation Rate (2017)	54.1 ☐	36.6%	74.5%
Unemployment Rate (2017)	4.2% ☐	6.5%	2.9%
Youth Labour Force Participation Rate (2017) ☐			
Ages 15 – 24 years	33.0%	24.1%	42.4%
Ages 25 – 34 years	67.6%	45.3%	94.3%
Poverty Headcount Index (2016)	4.1%		
Feminization of poverty			
<p>🌐UNDP, 2019, Human Development Indices and Indicators: 2018 Statistical Update http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/LKA.pdf ☐ Department of Census and Statistics, 2017, Sri Lanka Labour Force Survey Annual Report http://www.statistics.gov.lk/sampleurvey/LFS_Annual%20Report_2017_version2.pdf ☐ Department of Census and Statistics, 2016, Demographic and Health Survey http://www.statistics.gov.lk/page.asp?page=Health ^ https://data.worldbank.org/indicator/SP.DYN.IMRT.IN?locations=LK ** World Economic Forum (2018). "The Global Gender Gap Report 2018". Retrieved from: http://www3.weforum.org/docs/WEF_GGGR_2018.pdf Women Peace and Security Index 2019/20</p>			

Annex 3: Gender Marker Code

(For further details please refer the full UNDP Gender Marker Guidance Note)

Gender Marker Code	Description
GEN 3	<p>The achievement of gender equality and/or the empowerment of women are an explicit objective¹¹ of the output and the main reason that this output was planned. Narrowing gender inequalities or empower women is the main reason this initiative is being under taken.</p> <p>E.g. A gender-based violence resource centre is established. [Motivation for rating: Provides support to survivors of gender-based violence; increased awareness, advocacy for reduction of gender-based violence.]</p>
GEN 2	<p>Gender equality is not the <i>main</i> objective of the expected output, but the output promotes gender equality in a significant and consistent way. Must be evidence that a gender analysis has been done, that there will be change related to gender equality/women’s empowerment and there are indicators to measure/track this change. Sometimes called “gender mainstreamed¹²” initiatives, where gender equality is adequately integrated as a cross-cutting issue by the rationale, activities, indicators and budget associated with the output.</p> <p>E.g. Post-crisis community security and cohesion is restored. [Motivation for rating: Restoring security and cohesion for the whole community is the principal objective of the project. The project ensures that that women make decisions and benefit from the project, survivors of gender-based violence are reintegrated into their families and communities, etc.]</p>
GEN 1	<p>Output at the project level contributes in a limited way to gender equality, but not significantly. Gender equality is not consistently mainstreamed and has not been critical in the project design. Nevertheless, some aspect(s) of the output at the project level (i.e. one or more of its activities) are expected to promote gender equality but not in a consistent way.</p> <p>E.g. New systems and procedures are established to enhance efficiency and transparency in public service. [Motivation for rating: The main objective of most of the activities that constitute this output is to promote government accountability and transparency in public service. One or two of the activities includes some punctual activities that will focus on promoting gender equality, for example, by organizing a training to share information with women organizations.]</p>
GEN 0	<p>Outputs at the project level are not contributing to gender equality. No activities or components of the output contribute to the promotion of gender equality. GEN0 output at the project levels are “gender blind” and it is therefore recommended to reduce as much the GEN0 rated outputs.</p> <p>AIDS responses are integrated into poverty reduction strategies. [Motivation for rating: The planned activities that make up this output do not take the different needs and interests of women and men into account. Activities are planned in a way that assumes that services “for people” will meet the needs of everyone.]</p>

Annex 4: Project/ Programme Review Template – UNDP Sri Lanka

Project / Programme Review ²⁶

Development of a Gender Action Plan – UNDP Sri Lanka

Project Name:

Project Number:

Output Number:



1. **Background of Project:** *(write 1 -2 paragraph)*

2. **Existing gender inequalities of Project focused area:** *(write 1 -2 paragraph)*

3. **Proposed actions to address gender equality dimensions in the project:** *(write 1 -2 paragraph)*

4. **Atlas Marker Score - review of Programs/ projects**
 - What score has the CO assigned to this project on the Atlas Gender Marker?
 - Does this score match your own assessment?

Cluster/ Programme	Project title	CO Gender Marker score (present)	Assessment					Suggested Gender Marker Score
			Women- focused	Gender- focused	Gender- responsiv e	Gender blind	Gender- adverse	

Guide:

- a) *Women focused:* women are the main stakeholders/beneficiaries of the project and/or women's empowerment is specified as an objective,
- b) *Gender Focused:* Project specifically addresses a gender issue and/or gender equality is specified as an objective.
- c) *Gender Responsive:* Project recognises gender inequality and incorporates specific actions to ensure women's participation and/or access to benefits, although women are not primary stakeholders and gender equality is not a stated objective.
- d) *Gender Blind:* Project does not recognise or respond to gender inequality in any way.
- e) *Gender Adverse:* Project is likely to have an adverse effect on gender equality and/or women's situation.

5. Please fill the relevant information in the table below:

Activities (as per the present workplan)	Updated new actions incorporating gender equality	Updated / New indicators incorporating gender	Responsible Institutions
Outcome XXXX			
Output XXX			
Activity 1.1			
Outcome XXXX			
Output XXX			
Activity 1.1			

Please add rows as required.

Checklist for project reviews when mainstreaming gender

Situation analysis

- Does the situation analysis consider the different social, economic, cultural and political situations of men and women?
- Does the analysis reflect an awareness of the gender-differentiated impacts of socio-economic and development processes, particularly in the context of the proposed project?

Data and statistics

- Have data and statistics provided as background and/or justification for the project been disaggregated by sex? If not, has a reason (eg. non-availability of such data, inappropriateness of disaggregation against a particular indicator) been given for the omission?
- Is it proposed to address gender gaps in data as one of the activities under the project? For instance, has collection of sex-disaggregated data been specified in the proposal for baseline survey?

Strategy

- Does the proposed strategy specify how it will address the dimensions of gender inequality described in the analysis? If not, is there an explanation given of why this aspect has not been considered?

²⁶ The tool is based on and adapted from the screening document developed by the UNDP Country Office in Turkey, and as shared in the Gender Seal Community of Practice as well as utilizing the format used under GEF projects to develop Gender Action Plans for projects.

- Does the strategy include any measures to mitigate any possible negative gender impacts of the project?

Monitoring indicators

- Does the monitoring framework include measurable gender indicators appropriate to the intervention?

Implementation

- Have specific actions for gender equality been mandated (eg. specified percentage of seats reserved for women in decision-making bodies set up under the project, training programmes, study tours and other learning opportunities, job opportunities, equal wages)?

Stakeholders and partners

- Are women's organisations or women/gender units within larger institutions included among the stakeholders?
- Who are the implementing partners? Do they have experience/competence in implementing gender-responsive programmes? If not, then how is the capacity gap going to be addressed?

Budget

- Have adequate resources been provided for the proposed gender activities?
- Will it be possible to track the flow of these resources?

Atlas Marker Score

- What score has the CO assigned to this project on the Atlas Gender Marker
- Does this score match your own assessment?

Annex 5: Terms of Reference of the Gender Focal Team – UNDP Sri Lanka

In 2016 UNDP Sri Lanka appointed a Gender Focal Team (GFT) to take forward its focus on gender integration at the UNDP Sri Lanka country office. A gender focal team was appointed and a workplan formulated. The GFT at this juncture, considered the importance of gender along the lines of programme visibility as rolled out by the country office programmes and projects. In this respect the CO relied on its stand-alone gender focused projects as a significant contribution. This however, did not affect any real change within the country office as it did not seek to mainstream gender in all areas of UNDP Sri Lanka and many gaps were apparent. In 2018, UNDP Sri Lanka decided to address these gaps in a more concerted/ systematized manner by putting in place steps to integrate gender equality at the CO level and mainstream gender into all programme and country office policies and procedures. UNDP Sri Lanka also applied to participate in the UNDP Gender Seal Certification process as a measure to strengthen, inspire and support the integration of gender equality at UNDP Sri Lanka. A gender focal team to facilitate this process was appointed, representing all sections and levels of UNDP Sri Lanka.

In line with UNDPs Gender Equality Strategies of the past as well as its third Gender Equality Strategy 2018 – 2022 all UNDP Country Offices are required to put in place a multidisciplinary Gender Focal Team led by senior management (Deputy Resident Representative/Resident Representative). The GFT brings together programme and operations staff to ensure gender mainstreaming in the programme portfolio; focus on institutional issues while seeking to ensure gender parity at all levels, upholds an enabling environment with high gender equality standards, ensures gender-sensitive communications, monitor and evaluate gender equality results and is complimented by a dedicated gender specialist.

Accordingly, a multidisciplinary Gender Focal Team (GFT) has been appointed at UNDP Sri Lanka CO to ensure effective gender mainstreaming mechanisms are in place throughout the entire organization's day to day work. The GFT puts into practice collective ownership of work towards gender equality. As development workers, gender equality is everybody's business, however many colleagues face challenges in implementing gender equality standards into their daily work tasks. The GFT makes gender an integral component of daily tasks in the organization and is aligned to global standards for the GFT from gender mainstreaming to monitoring gender equality results in the CO.

The GFT assists in the coordination of gender initiatives, such as the provision of strategic leadership and management of key initiatives such as the prevention of sexual harassment, sexual exploitation and abuse in the office. The GFT creates a space for internal coordination and information sharing, while strengthening teamwork, ownership and awareness of gender equality and women's empowerment. The team promotes office-wide participation, and organizational learning at individual and work unit levels on how to practically and effectively mainstream gender into policies, programmes and operations.

The GFT meets once a month/ once in two months (as relevant) with the participation of the Integrated Management Team (IMT) of UNDP Sri Lanka, ensuring that gender equality remains a high priority at country level. The GFT is also free to convene as and when required, given CO requirements.

Responsibilities of the Gender Focal Team

The specific tasks/ responsibilities of the Gender Focal Team of UNDP Sri Lanka include:

- To guide the development and/or implementation of the gender equality strategy, its plan of action and gender mainstreaming tools.
- To provide guidance and coordination for systematic orientation and learning of all staff and implementing partners on gender mainstreaming and to internalize gender as a priority at all levels.
- To ensure the monitoring for adequate integration of gender perspective in programmes and projects, to enhance the gender marker score as a measure of gender transformative initiatives.
- To ensure workplace policies such as sexual harassment, and work/life balance policies are implemented and staff members are aware of these policies.

- To work with HR/ Operations unit to ensure gender responsive recruitment processes and gender parity is promoted at all levels.
- To ensure partnerships to promote gender as defined in the Gender Equality Strategy.
- To ensure a gender responsive budget monitoring system is in place.
- Linking with Senior management to advocate for the implementation of the gender equality strategy and to ensure gender is mainstreamed at the CO.
- To be a 'gender equality champion' at all times advocating for transformative change – including at UNDP / UN.

Specific Roles and responsibilities of each member of the Gender Focal Team:

Resident Representative – Chairs and leads the Gender Focal Team to ensure that UNDP Sri Lanka strengthens its focus on gender equality /puts in place all aspects that would give the highest priority to ensure gender equality at all levels. Chairs the GFT meetings and considers overall country office compliance towards reaching all benchmarks as well as action that needs to be taken at Senior Management level in terms of integrating gender equality at CO level and supporting the Gender Seal certification process.

Deputy Resident Representative – Deputy Chair of the Gender Focal Team to ensure commitment is accorded to achieve gender equality across programmes and operations through gender mainstreaming at all levels and areas. Focuses on addressing any bottlenecks identified in the Gender Equality Seal CO Action Plan giving direction and working closely with the Gender Specialist to identify any issues, systemic challenges among others that require the attention of the GFT/ IMT and CO in order to facilitate the process of ensuring gender equality is realized as a part and parcel of the CO.

Programme Quality & Design Analyst (Governance) – Considers compliance of and recommends alignment/ quality assurance of programmes in line with gender equality standards, while drawing from lessons of the GFT under the previous country programmes. GFT programmatic/ project focal on governance and peacebuilding programming and provides feedback to the GFT in ensuring the highest gender equality standards / benchmarks are realized within this portfolio.

Programme Quality & Design Analyst (Environment) – Provides overall feedback to the GFT on gender equality standards under the environment programme and functions as the GFT programmatic/ project focal on environment. Considers compliance of and recommends alignment/ quality assurance of environment programmes in line with gender equality standards.

Gender Specialist – Convener of the GFT. Responsible for coordinating and providing technical guidance and support leading to the completion of the gender seal process and the integration of gender equality at all areas of the CO. Links with GFT and other programme/ project staff as relevant to ensure that country office wide adoption of gender equality standards ingrained in the Gender E/quality Strategy and other relevant policies are incorporated. Leads the formulation /implementation in consultation with the GFT, the country office action plan on gender equality. Supports the implementation of the prevention of SH and SEA CO action plan. Links with other UN agencies/ Government institutions CSOs and Women's Rights organizations (including the Ministry of Women and Child Affairs)/ GTG/ GBV Forum/ Development Partners GWG on UNDP's response to gender equality programming as well as response to SGBV.

HR Analyst – Integrates gender to all HR processors and gathers information as relevant to reaching HR benchmarks and reports to GFT. Leads the implementation of the prevention of SH and SEA Co action plan supported by the Gender Specialist. Links with the gender Specialist to ensure that all gaps are addressed in all HR related systems, functions and processors. Integrates innovative country office learning sessions on reaching gender equality as a priority.

National Project Coordinator, Environment Project – Ensures that environment-related projects are compliant with gender standards and analysis. Provides feedback to the GFT on reaching related benchmarks and links with key projects under this portfolio in order to integrate gender at all levels. Provides previous

feedback on experience of the GFT under the previous country programme and steps taken to integrate gender.

Team Leader, Partnerships and Engagement – GFT lead on ensuring that all present and new engagements and partnerships of UNDP (including with Government, Private sector, CSOs) include a gender equality component from the beginning to end. Focuses also on building partnerships with women-led organizations that promote women’s empowerment and gender equality as part of informing the CO on key gender issues. Promotes showcasing of gender equality results as part of the partnership with UNDP reflected in partner websites/ printed materials among other to ensure gender equality results of the CO are accorded the highest visibility.

Senior Economic Advisor – Provides guidance to the GFT on ensuring gender equality is maintained through UNDPs engagement in promoting economic empowerment on an overall basis and in particular through impact investments and related eco-system building – especially promoting women social entrepreneurs. Further ensures the CO remains visible in meeting the SDG challenge by ensuring businesses are ‘SDG compliant’, which includes integrating ‘gender equality’ and ‘leaving no one behind’.

Communications & Engagement Analyst – Leads the Communications team and provides feedback to the GFT on gender integration in all aspects of CO communications, while seeking to ensure gender equality standards in all communication materials, tools, platforms, events etc.

M & E Knowledge Management Specialist (Governance projects) – Ensure gender standards are integrated in all M & E systems under Governance Projects to ensure that Governance project teams report on gender results. Provides feedback to GFT on CO status of integrating gender in M & E frameworks.

The UNDP Gender Focal Team will enhance communication between staff at country level in the head office and in field missions on the use of systematically collected gender-disaggregated data, new trends and developments in the implementation of gender equality activities. Gender Focal Team will also very closely collaborate with Staff Association Committee and Global Staff Survey team in order to provide immediate response to violations of labor rights of UNDP staff, harassment and other discriminatory practices, as well as in cases of poor working conditions. It will set targets to achieve equal gender representation at all levels and positions in the organization through the use of positive action for the underrepresented gender.

UNDP SRI LANKA STRATEGIC COMMUNICATION ACTION PLAN 2019-2020

OVERVIEW

UNDP, as the lead development agency of the United Nations, works in some 170 countries and territories, helping to empower lives and build resilient nations. UNDP’s comparative advantage as a global network and the lead development agency of the UN system places UNDP in a unique position to support the Government of Sri Lanka to overcome emerging challenges to continue its progress on a sustainable development path in line with the national priorities.

This overarching strategic communication framework has been developed to set out the opportunities and possibilities for UNDP Sri Lanka to communicate more effectively both **for results** and **about results whilst positioning UNDP as a trusted and lead development partner with an expertise in Governance and Peacebuilding, Climate Resilience and Youth and Innovation.**

The strategic action plan prioritises communications work for 2019 and 2020 by exploring the questions:

 **WHO is our audience?**

 **HOW are we communicating?**

 **WHAT should we communicate?**

With the ultimate question being –

 **WHERE DO WE WANT TO GO AND WHAT DO WE WANT TO KNOWN/SEEN AS?**

However, as the process of developing the strategic communication framework and action plan is every bit as important as the deliverable itself, it is hoped that it will be possible to fully integrate the strategic planning of communications and advocacy within the office wide annual work plan for 2019 and 2020. Hence this will be first presented to the Resident Representative and the IMT for review and suggestions. This will help increase office wide ownership and understanding of communication as a core UNDP function. After the two years, the plan will be re-evaluated.

COMMUNICATION CONTEXT FOR 2019-2020

This is an opportune moment for UNDP Sri Lanka as a Country Office to position UNDP with the official de-linking from the Resident Coordinator’s Office in January 2019. While the RC will no longer be the RR, this is not a disconnect. However, it does give UNDP a chance to re-position itself as a strategic partner for sustainable development, with the capabilities to partner at scale and deliver knowledge and technical expertise.

The plan also gives UNDP some direction in communicating our wider achievements and areas of focus in line with the Strategic Plan 2018 – 2021, the UN Sustainable Development Framework 2018 – 2022 and the Sustainable Development Goals.

Our focus areas:



Peacebuilding and Democratic Governance



Climate Resilience and Environment Management

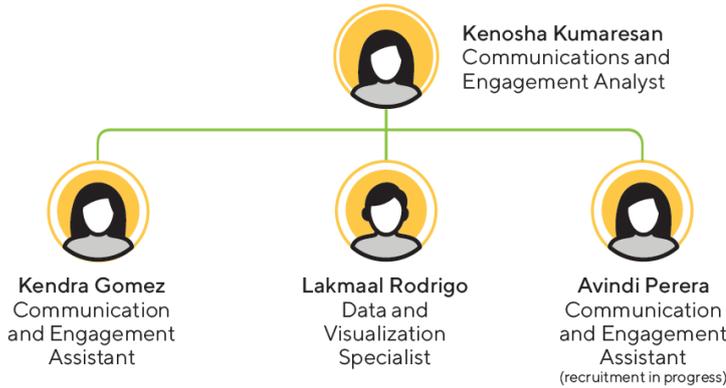


Youth and Innovation

With the Data Visualization Specialist also placed within the communications unit, this gives UNDP a greater opportunity to communicate our results.

CURRENT RESOURCES FOR COMMUNICATIONS

TEAM COMPOSITION



BUDGET



40,000
(2019)

OUR STRENGTHS

- + Strong media relationship; and with communication focal points of partners/ donors
- + Strong Social Media: Twitter, Facebook, YouTube, Instagram
- + Access to expertise within the communications network of RBAP
- + Website that allows for the sharing of interactive and multimedia information and knowledge products;
- + Strong relationship with comms officers of other UN agencies
- + Strong relationship with the comms focal points in HQ and BRH

OUR 2018 RESULTS



In the past year, with the new communications team in place, we have been able to:

- + maximize the local and international impact of UNDP research and reports by providing quality design, layout and publishing of the publications.
- + generate substantive and long-lasting media coverage throughout the year by highlighting international observance days
- + facilitate the placement of content on media, and articles/op-eds on relevant newspapers;
- + disseminate information through online platforms, media releases, press conferences, launching of reports and key events;
- + serve as the office contact point for public inquiries
- + provide technical support for projects' communication work.

WAY FORWARD IN 2019 AND 2020

WHO IS OUR AUDIENCE?

EXTERNAL

- 🎯 The Government of Sri Lanka: to emphasize the UNDP role and comparative advantages; highlight UNDP impartiality, technical competencies and capacity building strength;
- 🎯 Donors/development partners to create awareness on the work of UNDP and the impact of their funds to support beneficiaries in Sri Lanka;
- 🎯 The Private Sector: to explore opportunities of collaboration
- 🎯 Media- both national and international: to raise profile of UNDP and to increase understanding of UNDP contribution;
- 🎯 General public, with segmented audiences depending on specific issues

INTERNAL

- 🎯 UNDP staff in Sri Lanka
- 🎯 UNDP HQ and BRH

HOW ARE WE COMMUNICATING?



Mass Media:
newspapers, TV, radio,
talk shows, op-eds



Social media: Facebook,
Twitter, Youtube, Flickr,
Instagram.



Meetings/Policy dialogues/
forums/ briefings/ workshops



UNDP website



UNDP newsletter



Issue briefs/ Policy briefs/
fact sheet / infographics

WHAT SHOULD WE COMMUNICATE?

Public Communications through:

- + Positioning of the RR:
 - All RR's speeches to capture the strengthened RR position, UNDP SDG integrator role and UNDP's commitment to gender equality.
 - Prepare biography and profile picture
 - Video messages by the RR on a key issue/observance day including Women's Day
 - Quarterly newsletter by the RR to staff and partners
- + Positioning key staff :
 - Key staff to be selected and provided a brief training on being spokespersons highlighting the respective expertise
 - Encourage staff to write more thought pieces in the media
 - Prepare bio and profile picture for these staff
 - Video messages promoting the respective expertise focusing on a key issue/topic [including Women's day, Environment day etc]

- + Human interest stories:
 - Work more closely with the project teams to capture transformative success stories and videos. All content produced will ensure a gender balance at all times.
 - Produce more 1 minute catchy and short multimedia pieces keeping in line with the current social media trends
 - Increase placements in the media with more stories than press releases
- + Partner events with the media and private sector partners :
 - Host a networking event in the first quarter of 2019 to reconnect with partners, establish news partners and position UNDP, the RR and the key staff
 - Host a networking event with the media to position UNDP and the RR in the first quarter of 2019
- + Visibility of projects:
 - Work more closely with the projects to ensure UNDP brand is accurate and in line with the donor requirement ensuring gender balance.
 - Capture project milestones and events along with other CO events

Internal Communications through:

- + Quarterly newsletters

WHERE DO WE WANT TO GO AND WHAT DO WE WANT TO KNOW/SEEN AS?

The following are a few overarching messages which can be expounded on what we want to be seen as:

- + UNDP is the lead development agency within the United Nations
- + UNDP is a trusted key development partner for Sri Lanka's development
- + In Sri Lanka, UNDP works to strengthen governance structures and capacities and provide an enabling environment for access to opportunities, focusing on the most vulnerable and excluded population groups – in ways that are sustainable from economic, social and environmental standpoints.
- + UNDP has been working as a key development partner of choice in Sri Lanka since 1967, to achieve sustainable human development in economic, social and environmental fronts
- + UNDP works closely with the Government at national, regional and local levels, and civil society and the private sector, UNDP aims at eradicating extreme poverty, and reducing inequalities and exclusion to protect both people and the planet.
- + UNDP promotes gender equality, equal opportunities and empower women to make decisions, have full access to their rights in both public and private spheres. *

*In every activity and in each communication and visibility material, the communications team will ensure equal gender representation and will maintain gender-sensitive communication.

For more information
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Empowered lives.
Resilient nations.