

Management Response -- the joint evaluation on the work of the Joint Programme on preventing and responding to violence against women and girls

FINAL DRAFT – 29 NOVEMBER 2021

No	Recommendation	Management response	Actions planned	Responsible	Timeframe
	<i>Please list the recommendation from the Evaluation Report</i>	<i>Please indicated if:</i> <i>- Accepted</i> <i>- Partially accepted (please report reasons)</i> <i>- Not accepted (please report reasons)</i>	<i>Please indicate the concrete actions planned by UNAIDS and partners to implement the recommendations</i>	<i>Please be specific and indicate who (Staff or Unit/office) in UNAIDS is responsible for the actions. If it is a joint response it should list who these are specifically</i>	<i>Please be specific and indicate a completion date (the overall timeframe is usually one year)</i>
Strategic Recommendations					
1.	UNAIDS Secretariat and Cosponsors should ensure that an explicit focus on violence against women and girls (VAWG) is integrated into the new UBRAF planning document, with objectives linked to the Global AIDS strategy 2021-2026, outlining key areas of action which relate to all Cosponsors and the Secretariat. This should be based on existing good and promising practice and evidence of what works: <ul style="list-style-type: none"> • A twin-track approach of the inclusion of women and girls living with HIV in mainstream/general VAWG programmes, in tandem with interventions that focus specifically on violence experienced by women and girls 	Accepted	<p>The Joint Programme ensured the new 2022-2026 UBRAF and 2022-2023 Workplan and Budget prioritize a dedicated Result Area (RA 6) on gender equality and gender-based violence and make an explicit emphasis on inequalities related to VAWG, including those living with and affected by HIV, across different other Result Areas (thus ensuring a multisectoral approach), mapping out key priority actions for the Joint Programme at the global, regional and country level. Meaningful engagement and leadership of women living with HIV in the HIV response, including addressing the intersections of VAWG and HIV, is a priority for the Joint Programme and has been reflected as such in the new 2022-2026 UBRAF and 2022-2023 Workplan and Budget, including through a dedicated Result Area 4 on Community-led HIV Response.</p> <p>The 2018 Division of Labour has been reviewed and aligned with the 2021-2026 Global AIDS Strategy and the 2022-2026 UBRAF, with UN Women being the lead for the Strategic Area</p>	Cosponsors and the Secretariat	Q4 2021

	<p>living with HIV in their diversity is needed to comprehensively address VAWG/ HIV linkages and their root causes.</p> <ul style="list-style-type: none"> • A focus on including women and girls living with HIV in their diversity in both HIV and VAWG programmes, as well as ensuring specific interventions are designed to address their needs is required. • The annual UBRAF planning cycle at country level should be used to ensure the intersections are prioritised and division of labour is clear from the outset. This is a key role for the HIV and Gender Working Groups. • Include aspects of policy and legislative reform which look at gaps in VAWG policy as well as HIV policy and highlight examples of good practice in the planning document. 	<p>on Gender Equality and Gender-Based Violence at the global level with all Cosponsors as participating/contributing agencies. Furthermore, the Joint Programme will strengthen accountability to addressing VAWG and HIV intersections as the Cosponsors and the Secretariat will develop the 2-year and 5-year outputs, indicators and targets for the new 2022-2026 UBRAF to be presented for the Board review in December.</p>		
		<p>The Joint Programme Monitoring System (JPMS) will be reviewed to explore how the Civil Society Marker can be further strengthened to ensure the engagement of women and girls living with HIV and their organizations in the Joint UN Plans on AIDS at the country level is adequately captured and monitored.</p>	Cosponsors and the Secretariat	2022
		<p>Cosponsors and the Secretariat will also jointly design and convene learning webinars for the Joint Programme staff at the global, regional and country level to review the evidence base and share successful programmatic approaches and existing guidance on how to address the intersections of VAWG and HIV in development and humanitarian contexts (including the RESPECT Women framework, 16 ideas, WHO's guidance on EVAWG for health sector, the Essential Services package, ALIV(H)E framework: Action Linking Initiatives on Violence Against Women and HIV Everywhere, A Manual for Integrating the Programmes and Services of HIV and VAW, Minimum Initial Service Package, UN Women's web-portal on Gender Equality and HIV for additional tools and guidance, etc.).</p>	Cosponsors and the Secretariat	2022

		<p>Different cosponsors (e.g. WHO, UN Women and others) will continue to strengthen capacity of the UN and national partners in applying the existing guidance on VAWG, such as the RESPECT Women framework, 16 ideas, WHO's guidance on EVAWG for health sector, the Essential Services package, ALIV(H)E framework: Action Linking Initiatives on Violence Against Women and HIV Everywhere, A Manual for Integrating the Programmes and Services of HIV and VAW, UN Women's web-portal on Gender Equality and HIV for additional tools and guidance, etc., for sectoral ministries (health, legal, police, social, education) in East and Southern Africa, and Asia and Pacific, including in context of the EU/UN Spotlight Initiative. Cosponsors can seek strategic entry points to strengthen linkages between HIV and EVAWG prevention and responses in the Spotlight Initiative, as it is conceptualizing its second phase.</p>	Cosponsors and the Secretariat; Joint UN Teams on AIDS and Regional Support Teams	2022
		<p>The Joint Programme will support countries' efforts to integrate HIV into the National Action Plans and policies on ending VAWG and to integrate VAWG issues into the national HIV strategies, policies and programmes, leveraging the efforts under the Global Partnership for Action to Eliminate All Forms of HIV-Related Stigma and Discrimination. The Joint Programme will also support development of protocols and capacity building of service providers to strengthen the health sector response to EVAWG.</p> <p>As Member States are designing or implementing socio-economic COVID-19 recovery plans/strategies, cosponsors will advocate for more investment and commitment to strengthen HIV and VAWG prevention and response in relevant COVID-19 recovery plans and stimulus packages.</p>	Cosponsors and the Secretariat; Joint UN Teams on AIDS and Regional Support Teams	2022
		<p>The Joint Programme will continue to assess the status of policies and legislation on tackling the intersections of VAWG and HIV through supporting country gender assessments of the HIV response and regular country reporting to the Global AIDS Monitoring (GAM). Data generated through GAM will be analyzed as part of the joint planning exercises in order to</p>	Cosponsors and the Secretariat; Joint UN Teams on AIDS and Regional Support Teams	2022

			<p>ensure actions within the plan respond to the gaps exposed by the data.</p>		
			<p>The examples of results of the Joint Programme support at the country, regional and global level will be featured in the annual Joint Programme Performance Monitoring Reports to the UNAIDS Board.</p>	Cosponsors and the Secretariat; Joint UN Teams on AIDS and Regional Support Teams	Ongoing
2.	<p>The UNAIDS Secretariat and Cosponsors should produce short guidance notes that collate the evidence of what works to address the intersections of VAWG and HIV, highlighting key entry points and missed opportunities identified through this evaluation and existing good practice to guide future programming:</p> <ul style="list-style-type: none"> The UNAIDS Joint Programme should commission a series of short guidance notes to sit alongside the new UBRAF. These guidance notes should assemble, and synthesise global guidance which already exists together in one place to support programmers and policy makers, including WHO 16 ideas for addressing VAWG, RESPECT framework, ALIV[H]E framework, and the WHO Consolidated guidelines for SRHR. Learning identified through promising examples in this evaluation and from other sources, should also be captured and fed into the next planning cycle 	Accepted	<p>Cosponsors and the UNAIDS Secretariat will ensure the 2022-2023 UNAIDS Country Envelopes planning guidance for the Joint UN Teams on AIDS will explicitly reference and encourage prioritizing programming and funding for efforts to address the intersections of VAWG and HIV, based on available guidance notes, including the RESPECT Women framework, 16 ideas, WHO's guidance on EVAWG for health sector, the Essential Services package, ALIV(H)E framework: Action Linking Initiatives on Violence Against Women and HIV Everywhere, A Manual for Integrating the Programmes and Services of HIV and VAW, UN Women's web-portal on Gender Equality and HIV for additional tools and guidance, etc.).</p> <p>The planning guidance will be accompanied by the “Responding to Social and Structural Drivers of the HIV epidemic” guidance note, developed by UN Women and UNDP with inputs from all cosponsors and the UNAIDS Secretariat.</p> <p>As part of yearly mapping of gender-based violence programmes, UNFPA will contribute to systematic mapping evaluations of programmes to ensure inclusion of women and girls living with HIV.</p>	Cosponsors and the Secretariat	Q4 2021

3.	<p>The UNAIDS Secretariat and Cosponsors should strengthen the mechanisms for accountability, and feedback, to civil society and women in their diversity, at country level:</p> <ul style="list-style-type: none"> Promote more opportunities for co-creation of interventions with women-led, and women's rights organisations, to strengthen mutual accountability and sustainability. This can be done through existing mechanisms at country level and reviewing and rotating the membership, ensuring people from rural areas are included, decentralising representation, and giving groups more notice of meetings and agenda, to allow adequate preparation. A stronger focus on building sustainable leadership skills of women rights organisations is needed. Provide more concerted efforts to ensure the inclusion of women and girls in their diversity in funding and programme decision making processes within the UN and the Global Fund. This should include women's rights groups at grassroots level. The Civil Society reference group established in Zimbabwe for the Spotlight programme provides a good example. Improve feedback mechanisms through ensuring better 	Accepted	<p>Meaningful engagement and leadership of women living with HIV in the HIV response, including addressing the intersections of VAWG and HIV, is a priority for the Joint Programme and has been reflected as such in the new 2022-2026 UBRAF and 2022-2023 Workplan and Budget, including through a dedicated Result Area 4 on Community-led HIV Response. Indicators for tracking results in this regard will be developed for the new 2022-2026 UBRAF.</p> <p>The Generation Equality Forum's Action Coalitions on Gender-Based Violence, and Bodily Autonomy and Sexual and Reproductive Health and Rights provide an opportunity for accountability and engagement of women in country level efforts – as well as the Global Partnership for Action to Eliminate All Forms of HIV-related Stigma and Discrimination and the Education Plus Initiative.</p> <p>GBV Response and prevention commitment made jointly by UN Women, UNFPA, UNODC, UNDP and WHO require that these efforts would be undertaken in collaboration with grassroots organizations, feminist and women-led organizations that also include the networks of women living with HIV.</p> <p>The Joint Programme will continue to focus on engaging men and boys, without diverting energy and resources from women's and girls' empowerment initiatives, to ensure a holistic approach to ending violence against women and girls.</p>	Cosponsors and the Secretariat	Q4 2021
			<p>The Joint Programme Monitoring System (JPMS) will be reviewed to explore if the Civil Society Marker can be further strengthened to ensure the engagement of women and girls living with HIV and their organizations in the Joint UN Plans on AIDS at the country level is more adequately captured and monitored. [Rec. 1]</p>	Cosponsors and the Secretariat	2022
			<p>Cosponsors and the UNAIDS Secretariat will ensure the 2022-2023 UNAIDS Country Envelopes planning guidance for the Joint UN Teams on AIDS to explicitly reference and encourage</p>	Cosponsors and the Secretariat	Q4 2021

	<p>transparency around how the JP makes decisions, which groups they work with and how they fund those groups. Funds should be released in a timely fashion and there should be a two-way feedback process in place, where results and lessons are shared.</p>		<p>engagement and participation of the women-led and women's rights organizations in the development, implementation and design of the Country Envelopes. [Rec. 2]</p>		
			<p>UN Women will lead the development of a guidance note on the engagement of women living with HIV, particularly young women, and their organizations in the HIV responses, which will include successful examples of women's organizing and mobilizing including through the Education Plus Initiative, as well as the Global Prevention Coalition and the Global Partnership for Action to Eliminate All Forms of HIV-related Stigma and Discrimination . This will be disseminated widely including through the Joint Programme.</p>	UN Women	2022
			<p>Advocacy opportunities, especially at country levels, vis a vis the Global Fund processes or wider UN System gender equality/VAWG spaces would be leveraged, including opportunities to advance understanding of the economic benefits of this work.</p>	Cosponsors and the Secretariat	Ongoing
4.	<p>The UNAIDS Secretariat and Cosponsors should consider how to improve ways of working so that UBRAF funds have a more catalytic and impactful role, including revisiting the funding mechanisms to support civil society:</p> <ul style="list-style-type: none"> The Joint Programme could consider how funding is allocated to ensure resources support and include women's rights organisations at grassroots level and networks led by women living with and affected by HIV including those supporting the rights of girls. Coalition building to strengthen leadership and management 	<p>Partially accepted, as different cosponsors and the Secretariat might have differing processes and mechanisms for partner engagement and will not be in the remit of the present Management Response</p>	<p>Cosponsors and the UNAIDS Secretariat will ensure the 2022-2023 UNAIDS Country Envelopes planning guidance for the Joint UN Teams on AIDS will explicitly reference and encourage prioritizing programming and funding for efforts to address the intersections of VAWG and HIV, leveraging ongoing strategic initiatives, including the Spotlight Initiative, the Education Plus initiative, global joint programmes and initiatives such as on Essential Services, Ending Female Genital Mutilation, and ending early marriages; and will facilitate support to women's rights organizations at the grassroots level and networks led by women living with and affected by HIV including those supporting the rights of girls. [Rec. 2]</p>	Cosponsors and the Secretariat	Q4 2021
			<p>As the Joint Programme will be updating its Resource Mobilization Plan, a dedicated focus will be made to mobilize non-core resources to address the intersections of VAWG and HIV, including resources to support women's rights</p>	Cosponsors and the Secretariat	2022

	<p>capacity could be integrated into funding mechanisms to support community-led responses run by smaller organisations working at the grassroots level. This could be stipulated within the funding modality so that communities are meaningfully involved. There is a need to recognise the diversity of voices and capacity within the women's movement and find a way of ensuring a vibrant and well-funded community level response is supported.</p> <ul style="list-style-type: none"> ● Consider saturation and layering of interventions in particular areas to avoid spreading resources thinly and having little impact. ● Consider making it a requirement for all HIV programmes to address GBV/ VAWG; addressing VAWG against women living with HIV must be put in the centre of the HIV response and needs to be prioritised and recognised by all stakeholders. A set of minimum standards could guide this requirement. 		<p>organizations at grassroot level, with related indicators to strengthen accountability.</p> <p>The UNAIDS Secretariat will continue to include messaging focused on advancing progress on ending the twin pandemics of VAWG and HIV in the UNAIDS EXD reports to the PCB.</p> <p>The Joint Programme will also leverage global strategic initiatives to ensure the emphasis on addressing the intersections of VAWG and HIV and to amplify the impact, including through the work of the Global HIV Prevention Coalition, the Global Partnership for Action to Eliminate All Forms of HIV-Related Stigma and Discrimination, Education Plus and various national strategic processes.</p> <p>The Joint Programme will continue integration of the interventions on VAWG prevention and response in the context of HIV, including through its work on supporting the design and implementation of the national HIV responses, integration of HIV/SRH services.</p> <p>Technical assistance provided by Cosponsors and the UNAIDS Secretariat at all levels to the National AIDS Commissions, the Ministries of Health, the Ministries of Gender, the Ministries of Labour and other line ministries and service delivery partners, will support compliance with the WHO guidelines on intimate partner violence and sexual violence, RESPECT framework and Essential Services package.</p> <p>UN Women will lead efforts to strengthen the capacity of the Joint UN Teams of AIDS on the use and application of the Gender Equality Marker in the JPMS to capture more adequately the data on types of actions prioritized by the Joint Plans and related allocations.</p>		
5.	UNAIDS Secretariat should strengthen its advocacy role at regional and national level to amplify the need to	Partially Accepted-subject to UNCTs	Cosponsors and the UNAIDS Secretariat will ensure the 2022-2023 UNAIDS Country Envelopes planning guidance for the quality assurance review at the regional level to include a	Cosponsors and the Secretariat	Q4 2021

	<p>address the bi-directional linkages of violence against women and HIV:</p> <ul style="list-style-type: none"> Advocacy at regional level should call for redoubled efforts to reach and support the activities of women and girls living with HIV with VAWG prevention and response programmes and to address the bi-directional links for women and girls at greater risk of HIV transmission. At country level, UNAIDS should leverage the role of the Resident Coordinators Office (RCO) to advocate for prioritising VAWG and HIV intersections, and the meaningful involvement of women living with and affected by both HIV and VAWG in their diversity, through the UN Sustainable Development Cooperation framework at country level. Advocacy with key partners, particularly the Global Fund, PEPFAR and Spotlight Initiative, to meaningfully include, support, and improve their accountability to women and girls living with HIV in their diversity and understanding of the gendered nature of the epidemic and the bi-directional linkages with VAWG. 	<p>and the national partners to implement.</p>	<p>specific emphasis to prioritize programming and funding for efforts to address the intersections of VAWG and HIV, based on available guidance notes, including the RESPECT Women framework, 16 ideas, WHO's guidance on EVAWG for health sector, the Essential Services package, ALIV(H)E framework: Action Linking Initiatives on Violence Against Women and HIV Everywhere, A Manual for Integrating the Programmes and Services of HIV and VAW. [Rec. 2]</p> <p>Regional UN teams will continue to identify and leverage strategic opportunities for policy-advocacy to shape regional and national agenda-setting on addressing bidirectional linkages of HIV-VAWG, within general VAWG and HIV-specific spaces (i.e. at regional inter-ministerial conferences, Economic Commissions, OAFLAD, AU levels, SADC, etc.)</p> <p>The Joint Programme will also support the ratification and promotion of the new International Labour Standard on violence and harassment in the world of work.</p> <p>The Joint UN Teams of AIDS will continue to leverage the RCs and will collaborate with the UN Gender Theme Groups, UNSDCF Working groups and UN Country Teams to identify UN strategic planning processes, joint assessments (such as the Common Country Assessment) and opportunities in-country to include priorities related to VAWG and HIV intersections.</p> <p>UNAIDS EXD and the Joint Programme Principals and senior staff to integrate importance of addressing VAWG-HIV linkages in their regular country missions and communications with Resident Coordinators, UNCTs, partners.</p> <p>The Joint Programme will invest in effective communication for impact among programme coordinators and implementers to accelerate visibility and advocacy on VAW and HIV. For example, this may include simplifying the language and building capacities around social media use as an advocacy tool.</p>	<p>Cosponsors and the Secretariat; Joint UN Teams on AIDS and Regional Support Teams</p>	Ongoing

			<p>The Joint Programme will continue to advocate for strengthened support and accountability for actions to address VAWG, noting the economic benefits of this work, including violence against women living with HIV and the bi-directional linkages with HIV, in its partnership with the Global Fund, PEPFAR and its DREAMS initiative and the EU/UN Spotlight Initiative, at all levels (i.e. HQ levels, Global Fund Country Coordination Mechanisms, in countries implementing Spotlight initiative) and in all contexts.</p> <p>The Secretariat's Strategic Information team will ensure the Global / regional flagship reports and publications include latest data and evidence on VAWG and how it intersects with HIV and include adequate emphasis on the urgent need for concerted actions and investment to end VAWG, including noting the economic benefits of such investments.</p> <p>WFP will collaborate with the London School of Hygiene and Tropical Medicine and the University of Oxford to produce findings on VAWG.</p>	Cosponsors and the Secretariat; Joint UN Teams on AIDS and Regional Support Teams	Ongoing
			<p>The Secretariat's Strategic Information team will ensure the Global / regional flagship reports and publications include latest data and evidence on VAWG and how it intersects with HIV and include adequate emphasis on the urgent need for concerted actions and investment to end VAWG, including noting the economic benefits of such investments.</p> <p>WFP will collaborate with the London School of Hygiene and Tropical Medicine and the University of Oxford to produce findings on VAWG.</p>	Secretariat and Cosponsors	Ongoing
Operational Recommendations					
6.	<p>UNAIDS Secretariat and Cosponsors should ensure that Country Teams receive capacity building and training in addressing both HIV and VAWG through the lens of gender transformative policy and programming and how HIV impacts gender equality and norms:</p> <ul style="list-style-type: none"> Support country teams to conduct gender and inclusion analysis for all programmes. This should address the bi-directional linkages of HIV and VAWG 	Accepted	<p>As the Joint Programme will be updating its Resource Mobilization Plan, a dedicated effort will be made to mobilize non-core resources to strengthen the Joint Programme internal capacity to address the intersections of unequal gender norms, VAWG and HIV. [Rec. 4]</p> <p>UN Women will design and launch an online course on gender dimensions of the HIV response for Joint Programme staff and interested stakeholders.</p> <p>The Joint Programme will continue to support countries in conducting gender assessments of the HIV response, ensuring</p>	Cosponsors and the Secretariat	2022
				UN Women	2022
				Cosponsors and the Secretariat; Joint UN	Ongoing

	<ul style="list-style-type: none"> prevention and response, paying specific attention to addressing normative change. Internal capacity building should ensure coherent messaging and programming as a whole, including consistent language and terminology of key concepts as identified in this evaluation. Investment and focus are needed to ensure that this awareness raising and capacity building is provided across the Joint Programme country teams to build consistent understandings. 		<p>VAWG-HIV linkages and the impact of unequal gender norms are adequately examined, and assessments' findings are addressed in the HIV response, including actions, budgets and monitoring frameworks.</p>	Teams on AIDS and Regional Support Teams	
			<p>The cosponsors and Secretariat will jointly design and convene learning webinars for Joint Programme staff at the global, regional and country level to review the evidence base and share existing programming guidance and tools on how to address the intersections of VAWG and HIV (including RESPECT framework, 16 ideas, WHO's guidance on EVAWG for health sector, Essential Services package, etc.). [Rec. 1]</p>	Cosponsors and the Secretariat	2022
7.	<p>UNAIDS Secretariat and Cosponsors need to improve documentation, evaluation and knowledge management, with some notable exceptions:</p> <ul style="list-style-type: none"> Programmes should routinely evaluate and document their results and lessons learnt. Where pilot projects are implemented, they should ensure there is an MEL system attached to enable results to be tracked, widely disseminated and lessons learnt. Lessons learnt from past and ongoing programmes which are addressing the bi-directional links between HIV and VAWG should be captured and used to influence subsequent programmes. 	Accepted	<p>The cosponsors and the UNAIDS Secretariat will continue to adhere to and implement the internal institutional Evaluation Policies and procedures, ensuring evaluation reports, its findings and lessons learned related to addressing EVAWG and HIV intersections are shared across the Joint Programme for cross-learning and knowledge sharing.</p>	Cosponsors and the Secretariat	Ongoing
			<p>The Joint Programme Monitoring System will continue to be revisited and improved to better capture key results and achievements of the Joint Programme in addressing the intersections of VAWG and HIV and will promote dissemination through UNAIDS Secretariat and cosponsors' communications mechanisms including social media and digital platforms.</p>	Cosponsors and the Secretariat	2022
			<p>The Joint Programme Monitoring System (JPMS) will be reviewed to strengthen the use and application of the Civil Society Marker to ensure the engagement of women and girls living with HIV and their organizations in the Joint UN Plans on AIDS at the country level can be more adequately captured and monitored. [Rec 1]</p>	Cosponsors and the Secretariat	2022

	<ul style="list-style-type: none"> Consider making the use of the Civil Society Marker and the Gender Equality marker more consistent to make it a more meaningful tool if it remains a requirement. 	<p>UN Women will lead efforts to strengthen the capacity of the Joint UN Teams of AIDS on the use and application of the Gender Equality Marker in the JPMS to capture more adequately the data on types of actions prioritized by the Joint Plans and related allocations. [Rec. 4]</p> <p>The examples of the Joint Programme good practices, lessons learnt, evaluations' findings from past and ongoing programmes that address links between VAWG and HIV will continue to be integrated into the annual Joint Programme Performance Monitoring Reports to the UNAIDS Board and various communications products. [Rec 1]</p>	UN Women and the Secretariat	2022
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