

Table 1: Recommendations and management response

	RECORD OF AGREEMENT OR DISAGREEMENT	REASONS FOR DISAGREEMENT
<p><b>Recommendation 1: Use the evidence collected through recently commissioned studies to refresh and re-launch the POA: VAWC.</b></p> <p><b>Recommendation 1.1.</b> The IMC on VAWC has developed the country's first integrated national programme to address VAWC, the POA:VAWC. However, the POA: VAWC is yet to be officially launched and few stakeholders are aware of their role in its implementation. In order to better inform the POA:VAWC, the IMC and various departments also commissioned a number of important studies on the issue of VAWC, including a study on the direct determinants of VAWC, two studies on surveillance systems and incidence data, and this diagnostic review on the strengths and weaknesses on the state's institutional and programmatic response to VAWC.</p>	<p>1. Agree with the recommendation that evidence collected through commissioned studies should be used to re-launch POA-VAWC. . It is recommended that a strategy must be developed to introduce POA-VAWC to stakeholders including provinces.</p>	<p>Disagree on the view that a few stakeholders are aware of their role in the implementation of the POA. All stakeholders submitted inputs on the activities under each Pillar. However there is an opportunity to further consult with stakeholders to strengthen implementation.</p>
<p>The evidence collected through these recently commissioned studies presents an opportunity for the IMC to revitalise and strengthen the POA: VAWC and establish a common conceptual framework for understanding and addressing VAWC (meta theory of change for VAWC).</p> <p><b>Recommendation 1.2.</b> The POA: VAWC, and indeed the sector as a whole, will be better placed to receive ongoing support, prioritisation and resourcing if there is clear political leadership and accountability in the form of a lead minister. Currently, while certain pieces of legislation clearly articulate where the responsibility lies for implementing those pieces of legislation, it is unclear where the responsibility for leading the sector as a whole lies.</p>	<p>1.2. It is agreed that clear strategic direction needs to be given on the broader multi-sectoral integration.</p>	<ul style="list-style-type: none"> <li>Do not agree that it is unclear about where the responsibility of leadership lies. The Minister of Social Development was appointed by Cabinet to lead the IMC on VAWC.</li> <li>However we also recommend that Ministry of Women be appointed by</li> </ul>



<p>A key issue, therefore, that needs to be addressed is clarifying the leadership role for the sector. The lead minister should be empowered to define the problem, set the strategic direction and vision for the sector and lead broad, multi-sectoral interventions that need to be implemented in order to address VAWC. This should be followed by clear indications of roles of each department (both national and provincial) and civil society, and importantly, the integration with local government.</p> <p>It would seem logical that the Minister of Social Development takes this leadership role, given the DSD's role in developing the POA: VAWC, and given that the majority of the current programmes in place are led by the DSD. That being said, while leadership is important to drive effective implementation of the programme, it will be important to take measures to avoid the dangerous perception that the DSD is the only department responsible for implementing the POA:VAWC.</p> <p><b>Recommendation 1.3.</b> Without adequate funding, the POA: VAWC cannot be implemented effectively. Once the activities and role players are confirmed through broad consultation, the POA: VAWC should, therefore, be costed to facilitate motivation for the appropriation of funds to execute the programme, and to reduce the challenges related to an 'implementation gap'. The DSD should lead this process and involve consultation with stakeholders from civil society, as well as from Treasury, to ensure that costs are accurately reflected and funds can be realistically identified.</p> <p><b>Recommendation 1.4.</b> The revitalisation process requires a clear communication strategy, including provincial level events to re-launch the POA: VAWC across the country, and to ensure that all relevant</p>	<p><b>1.3. It is agreed that lack of adequate funding and sharing of resources will not ensure effective implementation of POA:WAC</b></p>	<p>cabinet as the Co- Chair of the IMC to strengthen co- ordination.</p> <p>The identified gap is in the strengthening of intersectoral collaboration and coordination in terms of roles and responsibilities in the implementation of the POA as well as reporting which is currently poor.</p> <p><b>1.4. Disagree:</b></p> <ul style="list-style-type: none"> <li>• The Department support the review process of the POA which will be</li> </ul>
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departments in each province are aware of and on-board with their roles in carrying out planned activities.

**Recommendation 1.5.** The process of revitalising the POA:VAWC should include the active participation of civil society and other stakeholders that have invaluable experience in the sector that can be leveraged in the development, implementation and monitoring of the programme.

**1.5. Agree that the Civil Society can add value in sharing their valuable knowledge and skills in the sector.**

inclusive of all stakeholders including civil society, Provinces local Government.

- The Department of Communication as part of the stakeholders need to play its critical role in developing a national Integrated Communication Strategy. There is a need to use the existing provincial structures and also ensure alignment of provincial indicators to be able to report to POA:VAWC.



<p><b>Recommendation 2: Establish an oversight body to provide leadership to the sector and coordination to the implementation of national strategies to address VAWC.</b></p>	<p>The activities within the sector as well as the implementation of the POA:VAWC should be coordinated and overseen by an adequately resourced high-level steering committee or body comprising senior government officials across all departmental areas with responsibilities for addressing VAWC as well as key stakeholders from civil society, academia and the private sector. It is important that this lead implementation and coordination body should also link to provincial and local government.</p> <p>The body should be vested with powers to put forward proposals and plans concerning sector, and more specifically, lead the implementation of the POA:VAWC and co-ordinate the activities of different stakeholders and levels of government implementing the programme.</p> <p>The establishment of this oversight and coordination body will help ensure collaboration across departments and other key stakeholders. As a multi-sectoral issue, where the elimination of VAWC relies on the shared success of several government departments as well as civil society, it is important that oversight of the state's response to VAWC takes into account the multiple role players, rather than being promulgated through a 'lead/support' department arrangement.</p>
	<p><b>Agree</b></p>
	<p><b>Agree</b></p>







<p>The body should also be responsible for setting the tone for the country's response to VAWC; in particular, that it is a serious priority for government, that it relies on an integrated multi-sectoral approach, and that initial increases in reported violence are to be welcomed as evidence that victims have faith that the system will help them and perpetrators will be brought to justice.</p> <p>Finally, it is important that the mandate of this structure aligns with the renewed focus on VAWC, rather than GBV, as an equal focus on VAC is necessary to break the cycle of violence.</p> <p>Two options for the establishment of this body are proposed:</p>	<p><b>Agree</b></p>	
<p><b>Option 1: A rejuvenation of the National Council, with a revised agenda and structure.</b></p> <p>The advantages of a National Council are that, whilst being led by government, it easily facilitates engagement between multiple government departments and civil society. However, the recently dissolved NCGBV was widely criticised for its inactivity and its narrow focus on GBV. A rejuvenated National Council would require strong leadership and a wider focus on VAC and VAW, in order to align with the POA:VAWC.</p>	<p><b>Disagree</b></p>	<p>The government structure which is the IMC technical team be expanded to include Civil Society and other stakeholders. Terms of reference be developed to guide this proposal.</p>
<p><b>Option 2: An extension of the terms of reference for the current IMC, with a mandate to engage civil society regularly at IMC TTT level.</b></p> <p>The current IMC facilitates representation from multiple departments, but an extension of its terms of reference to oversee the implementation of the POA:VAWC would need to make provision for the participation of civil society at IMC TTT level. It would also require strengthened leadership and participation to ensure regular meetings and effective decision-</p>	<p><b>Agree</b></p>	



<p>making.</p> <p>In considering the options outlined above, it will be important to take into account the lessons learned and best practices that are vital to achieving real change from the HIV/AIDS sector as they may provide important insights into the country's mission to eliminate VAWC, in particular around the system components – such as leadership, funding, human capacity, collaboration. These experiences should be built upon in strengthening the country's national response to VAWC.</p>		
<p><b>Recommendation 3: Improve the collection, analysis and monitoring of prevalence data.</b></p> <p>An effective response to VAWC relies heavily on the availability and proper analysis of national level VAWC prevalence data with district level granularity – disaggregated by sex, race, age, ethnicity and other relevant characteristics – in order to inform the effective deployment of programmes and services where the needs exists, to the necessary scale and particular demand of a given community.</p>	<p><b>Agree</b></p>	
<p>To this end, the sector should implement an annual household survey, which can help to determine the prevalence and geographic distribution of VAWC in the country. The DSD should engage Stats SA to lead the development of the survey and the National Treasury for the funding required to develop and roll out the survey. The survey should be designed in consultation with NPOs and relevant government departments in order to ensure that the sensitivity of the subject matter is considered and that the survey meets the needs of the sector. This will require careful design as well as rigorous fieldworker training.</p> <p>Following from this, the use of SAPS crime statistics as an indication of prevalence should be halted, as</p>	<p><b>Agree</b></p>	

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<p>reported crimes are not indicative of prevalence; this should be clearly communicated. Importantly, the use of reported cases to measure police performance should be reconsidered as it has created perverse incentives for police to not record certain cases. A reduction in reported VAWC related crimes is not an appropriate indicator of police performance; an increase in reported cases can be indicative of citizens' faith in the justice system.</p>		
<p><b>Recommendation 4: Strengthen the collection and management of administrative data.</b></p> <p>The collection and management of administrative data should be strengthened and such data should be made available for use across departments. There is a need to go beyond measuring only the reach of various programmes and services, and to better monitor the implementation of programmes by NPOs funded through public resources.</p> <p>Opportunities to identify additional useful sources of data within the processes of relevant departments should also be identified and leveraged. For example, the potential for healthcare workers to identify victims of VAWC and, in addition to referring patients to social workers, to enter this information into a data repository should be explored. This would strengthen the state's ability to identify and investigate high risk cases and to prevent further incidents of violence.</p> <p>Ideally, the state should aim to centralise and align the collection of VAWC related data in order to facilitate better identification of high-risk individuals, case management and situational analysis. Additionally, data capture should be electronic and sufficiently disaggregated in order to enable widespread access and usability for all relevant departments. The full integration of data might not be possible at this stage; however, mechanisms to better</p>	<p>Agree</p>	



cross reference data between departments should be explored.		
<p><b>Recommendation 5: Build an evidence base of what works to address VAWC in South Africa through programme evaluations.</b></p> <p>It is important that the country's response to VAWC should be based on an approach that is both evidence-based and evidence-building in order to ensure continuous improvement. This means that there is a need for comprehensive and regular evaluation of VAWC programmes with feedback mechanisms in order to build an evidence base of what works to address VAWC in South Africa, assess and address gaps identified and improve performance. Both government programmes and programmes implemented by NPOs should be evaluated regularly to determine what works and build an evidence base to better direct the investment of public funds for the highest possible impact.</p> <p>Comprehensive evaluation, coupled with a strengthened evidence base and improved prevalence data, will also assist departments in securing much needed funds from Treasury departments, enabling the comprehensive rollout of programmes to eliminate VAWC in South Africa.</p>	Agree with the recommendations	
<p><b>Recommendation 6: Clearly define response services to improve funding for these services</b></p> <p>To complement the criminal justice elements of the immediate response and care and support pillars of the continuum of care, the DSD must lead a process to comprehensively define psychosocial response services for victims of VAWC. This should clearly articulate the kinds of service requirements of women and children who experience different forms of violence. While acknowledging the complexity and different circumstances of women and children who experience violence, the review recommends the</p>	Agree with recommendations	

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determination of minimum core services that the state must provide to survivors of VAWC, to be incorporated into existing services for women and the child protection system respectively. This should be subjected to cost modelling to establish the level of funding that the DSD and other departments need to provide to NPOs and other service providers. This exercise should be completed with the close participation of NPOs and other departments.

#### Annex B: Example of Management Response



