MANAGEMENT RESPONSE AND TRACKING

Evaluation title	**REGIONAL DATA HUBS EVALUATION**
Office/Region	**Global level and six regions**
Year *of the report*	**2023**
Overall response to the evaluation	This evaluation provides a useful and rich documentation of the history of the UNAIDS data hub in the Asia Pacific region and the factors leading to its success. It also describes well the process initiated in 2017 by UNAIDS to expand the data hubs to other regions with the aim of ensuring consistency, quality and harmonization of UNAIDS' data repositories. In order to better contextualize the results for the reader, few additional points are included below. A virtual team composed of UNAIDS focal points from the regional and global level met monthly from 2017 through mid-2018 to agree on the concept, design, and implementation of regional data hubs, this provided the basis for expanding the regional data hubs. In line with the project plan and following the external launch of the regional data hubs, UNAIDS Global Centre ended its direct support in late 2018. Alongside, insufficient understanding of the regional needs and stakeholders, lack of sufficient financial resources and dedicated staff were among the other reasons for the lack of success of the regional data hubs other than in the Asia Pacific region. As UNAIDS is embarking on revising its digital data dissemination, this evaluation is a welcome review of past efforts to harmonise UNAIDS data, and promote regionally-adapted data products and analysis. The lessons learned from this evaluation will steer future work and contribute to the evaluation principle of ensuring organisational transparency and learning.
Planned use of evaluation	The evaluation report will be one of the key resources in designing the next generation of the AIDSinfo and will also inform the dissemination plans for UNAIDS Data for Impact (DFI) Department.

Recommendations and responses						Tracking
No	**Recommendation**	**Management response**	**Actions planned**	**Responsible**	**Timeframe**	**End of period (December 2023)**
1	**Immediate Term** **Decommission the Regional Data Hub Websites** *As the regional Data Hubs, other than that of Asia Pacific region, are not performing as intended, it is recommended that UNAIDS decommission all the existing regional Data Hubs other than in the Asia Pacific region*	Accepted	- Turn off websites and provide link to AIDSinfo on the regional sites - An email was sent to the Regional Directors asking to remove any link to the regional data hubs and replace it with AIDSinfo	Technical Officer, Monitoring, Data for Impact Department	ASAP	*All the regional data hub sites, except for the Asia Pacific region, are closed and links provided to AIDSinfo*
2	**Medium Term** **Improve Data Usage Skills within UNAIDS Data for Impact (DFI) Department and UNAIDS as a whole** *A major reason that the other regional Data Hubs were unsuccessful was due to a misunderstanding of what made the regional Data Hub of Asia Pacific region successful; key to its success has not been the software but rather the strategic buy-in (and accompanying financial investment) by the UNAIDS RST, regional Cosponsors and partners, and academic institutions, as well as focus – and sufficient staff time – on addressing the information needs of different stakeholders/audiences. UNAIDS is in a unique position in understanding the complex ecosystem in which HIV programming exists around the world. By starting with a thorough understanding of the audiences (please refer to the evaluation report for more details), UNAIDS can create a human centred behaviour change approach (please refer to the evaluation report for more details) to the development of Data for Impact products.*	Partially accepted with revisions	A new team within the UNAIDS Data for Impact department has been established which focuses on strengthening national capacity to use data to improve the HIV response (Strengthening National Capacities and Dissemination (CAD)). This team will focus on using UNAIDS data to develop innovative and optimized tools for data collection and dissemination to identify and measure inequalities. The trajectory of the CAD team's portfolio which includes capacity building directly responds to the medium term recommendation to develop data for impact products and analyses that meet the needs of UNAIDS' data audience.			

2.1	Build internal capacity within the UNAIDS Data for Impact department on behaviour change analysis mixed with human centred design skills.	Accepted	The CAD team is in the process of developing its portfolio and will include as a key deliverable a major revisiting of AIDSinfo. Extra budgetary funds from Japan and US have already been mobilised for this work and an external vendor with expertise on human centred design will be recruited to undertake the redesign of the AIDSinfo platform. The redesign of AIDSinfo will use the expertise and knowledge of Data for Impact department's technical staff who are uniquely positioned to understand the platform's audience after over a decade of its use as a centralised, public repository of UNAIDS data. Further actions to strengthen the capacity of the team members from Data for Impact Department on design will be explored and proposed in the coming weeks.	Advisor, Capacity building, UNAIDS Data for Impact Department Head, CAD, UNAIDS Data for Impact Department	March 2023 - Dec 2024	Terms of Reference for the revamping of AIDSinfo based on a human centred design have been finalised and will be used to prepare a Request for Proposals. Advisor, Capacity Building, UNAIDS Data for Impact team members received training on human centred design.
2.2	Build frameworks within UNAIDS on Human Centred Design (please refer to the evaluation report for more details on Human Centred Design) .	Accepted	A theory of change for AIDSinfo and the impact pathway leading to data use will be used as a basis for the redesign of the platform and for engagement with stakeholders.	Advisor, Capacity building, UNAIDS Data for Impact Department Head, CAD, UNAIDS Data for Impact Department	March 2023 - Dec 2024	A project with three phases to redesign AIDS Info is underway. Phase two of this project focuses on human centered design, placing the end-users at the center and ensuring that the solutions developed are not just technically sound but also resonate with the users' needs, preferences, and behaviors. The phase two terms of reference serve as the framework for this work.
2.3	Build capacity within UNAIDS countries and regions on Human Centred Design.	Partially accepted	Capacity building on human centred design is most relevant for UNAIDS Global Centre and regional offices who will design and disseminate data products. This will be implemented as part of the redesign of the AIDSinfo platform. Capacity building efforts being undertaken by the CAD team include : Coordination of regional workshops on HIV estimation and identifying inequalities, onboarding of new Strategic Information Advisors, development of internal training modules on Data for Impact (Micro-learning), hosting of webinars pertaining to Data for Impact including AIDSinfo, the establishment of a mentorship programme for UNAIDS Strategic Information Advisors, and the coordination of the DFI Practice Area to increase engagement and information sharing across the practice. Future work will also focus on analytical capacity building for both UNAIDS staff and external stakeholders.	Advisor, Capacity building, Data for Impact Department Head, CAD, Data for Impact Department	March 2023 - Dec 2024	In accordance with sections 2.1 and 2.2, enhancing proficiency in human-centered design holds particular relevance for the Data for Impact Department. This department serves as the coordinating body for centralized data and dissemination products. Through the oversight and implementation of the second phase of the AIDSinfo redesign project, and external training followed by the staff from this Department, internal capacity for human centered design is being enhanced.

3	**Medium Term** **Build in Theories of Change and Metrics into Data for Impact Hubs.** *The evaluation team found that there were many valuable aspects of the UNAIDS regional Data Hubs programme, particularly the experience of the Data Hub from Asia Pacific region. The high-level goals of the regional Data Hubs have been in alignment with UNAIDS mandate and of recognized need to fight the epidemic using targeted granular data and analysis products for programmatic design, accountability, and advocacy.* *UNAIDS as a whole and specific regions struggle with how to execute on this overall goal, which has led to an overreliance on technology solutions and underestimating the human elements required in improving the creation, usage, and uptake of granular data.*	Accepted	A theory of change on data use for impact is being developed which includes the AIDSinfo platform and is based on the theory of change in the evaluation. This framework will be used to engage stakeholders in the design of the revised platform. UNAIDS Digital & Technology Solutions department is currently developing a digital strategy which will be linked to this process.			
3.1	Data for impact activities must include a resourced local capacity building and collaboration component for all aspects of data management (from collection to application/usage).	Accepted	Data for Impact capacity building activities are provided at the global, regional and country levels through various existing activities such as Global AIDS Monitoring, HIV estimates workshops and routine support provided for Strategic Information Advisors at country and regional level. The CAD is also planning a series of internal and external capacity building activities.	Advisor, Capacity building, Data for Impact Department Head, CAD, Data for Impact Department Director, Data for Impact Department	March 2023 - Dec 2024	Annual training for data collection for Global AIDS Monitoring. Annual training for HIV estimation using Spectrum. Contract for training on data visualization and story telling through the UN System Staff College, the training will take place in the first half of 2024. Training on using Geographic Information Systems (GIS) for data analysis for the East and southern Africa region.
3.2	Data for impact products must be able to be more granularly focused with customised theories of change.	Accepted	The redesign of the AIDSinfo data dissemination platform has as its primary focus the provision of data products that are tailored to user needs and expectations. This work will be guided by sound human centered design principles as well as by a proposed theory of change	Advisor, Capacity building, Data for Impact Department Head, CAD, Data for Impact Department	Sep 2023 - March 2024	User research study for AIDSinfo revamp will start in the first quarter of 2024. A revised version of inequalities visualization is launched.
3.3	Establish standard performance metrics for engagement with strategic information products	Accepted	UNAIDS Digital & Technology Solutions Department, (the previous ICT department) under its new Director is developing a digital strategy which will have important linkages with the revision of AIDSinfo and other UNAIDS data-related information products.	Head, CAD, Data for Impact Department Unit Head, Business Intelligence, Digital & Technology Solutions Department	Feb 2023 - Dec 2024	Included in the Request for Proposals for AIDSinfo revamp.

4	**Long Term** **Make Strategic Investments in UNAIDS Information Management Systems.** *UNAIDS needs to make strategic investments in UNAIDS information management systems with targeted improvements for information reuse across different information repositories and locations. One way is to invest in a central metadata catalogue/ data mesh system that can make data and content products more accessible and reusable in automated ways. Once the data is more available, UNAIDS could invest in technology that allows different presentations to different audiences, based on the work of the team members of UNAIDS Data for Impact Department understanding of the different information needs by different audiences. Finally, it is recommended to partner these and other technology investments with specific implementation plans, including specific theories of change and performance metrics to measure usage and impact.*	Accepted				
4.1	Review existing UNAIDS information management systems for targeted improvements for reuse.	Accepted	As part of the review and integrating AIDSinfo, the Data for Impact department will work with the Digital & Technology Solutions department to explore the possibility of creating regional 'windows' into the AIDSinfo.	Technical Officer, Monitoring, Data for Impact Department Technical Officer, Epidemiology, Data for Impact Department Officer, Business Intelligence, Digital & Technology Solutions Department	Feb 2023 - Aug 2023	Analysis finalized and informed, a request for proposals for integration of AIDSinfo databases (backend)
4.2	Invest in a data mesh technology.	Accepted	New UNAIDS Data & Business Intelligence Strategy is inspired by the Data Mesh approach and will be implemented from late 2023 to mid 2024.	Unit Head, Business Intelligence, Digital & Technology Solutions Department	Feb 2023 - Feb 2024	The UNAIDS digital strategy is ready for launch
4.3	Invest in a central data cataloguing system.	Accepted	The data catalogue component is part of the UNAIDS Data & Business Intelligence Strategy and will be implemented as one of its components.	Unit Head, Business Intelligence, Digital & Technology Solutions Department	Feb 2023 - Dec 2024	In close collaboration with UNAIDS Digital & Technology Solutions Department and Knowledge Management Team, the Data for Impact Department started developing the data dictionary
4.4	Invest in technology that allows different presentations to different audiences	Accepted	Consultation is needed with UNAIDS Digital & Technology Solutions department. As part of the UNAIDS Data & Business Intelligence Strategy, UNAIDS is transitioning to MS Power Business Intelligence which allows the design of different presentations.	Head, CAD, Data for Impact Department Unit Head, Business Intelligence, Digital & Technology Solutions Department	Feb 2023 - Dec 2024	Moving to Power Business Intelligence has started by the Data for Impact Department
4.5	Partner these technology investments with specific implementation plans.	Accepted	The concept note for the revised AIDSinfo and the implementation plan will be informed by recommendations 4.1 - 4.4.	Advisor, Capacity building, Data for Impact Department Officer, Integration data, Data for Impact Department Head, CAD, Data for Impact Department	Feb 2023 - Dec 2024	Work on the back-end started, Request for proposals for user research to be published