5 YEARS STRATEGIC PLAN
SHARE-NET INTERNATIONAL
2018 – 2022
In this 5 Years Strategic Plan

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1.1 Our history

Share-Net started as the Dutch network on Sexual and Reproductive Health and Rights (SRHR), and has been in operation for more than 16 years (since early 2001). With support from the Dutch Ministry of Foreign Affairs, the Royal Tropical Institute (KIT) initiated the network to respond to the needs of different international development stakeholders in the Netherlands to strengthen collaboration and increase the knowledge base to inform their work. When setting up the Share-Net secretariat, the KIT built on its prior experience hosting the AIDS Coordination Bureau (ACB, since 1987). As an important source of information and knowledge for partners working in the area of HIV, the ACB was absorbed into Share-Net. Share-Net had a paying membership structure from the beginning and was receiving financial support from DGIS and the United Nations Population Fund (UNFPA).

Share-Net became the Knowledge Platform on Sexual and Reproductive Health and Rights in September 2013, after winning the tender for the SRHR Knowledge Platform\(^1\) from the Dutch Ministry of Foreign Affairs, with the KIT Royal Tropical Institute (KIT) as host. This resulted in a name change towards Share-Net International (SNI). The four-year programme was recently extended until 2019 with a total of euro 875,000 for the two years. Share-Net Netherlands now functions as the Dutch country hub within Share-Net International. Other country hubs are based in Bangladesh, Burundi and Jordan.

SNI has supported the implementation of the comprehensive agenda for SRHR agreed at the International Conference on Population and Development (ICPD) in Cairo in 1994, and later, the Framework of Actions (see Annex 1 for definitions). The ICPD agenda was largely integrated in the Millennium Development Goals (MDGs) and the current Sustainable Development Goals (SDGs).

1.2 Why a Knowledge Platform on SRHR?

Since the landmark 1994 ICPD and key United Nations (UN) conferences on HIV and AIDS in later years, much progress has been made in advancing attention for SRHR (including HIV and AIDS) at global and country-level\(^1\). However, many people in low- and middle-income countries still face limited access to sexual and reproductive health knowledge and services that are responsive to

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\(^{1}\) The goals of the five Knowledge Platforms were given by MoFA as: 1) knowledge for policy; 2) knowledge for developing countries and 3) policy for knowledge. Each platform was given four main tasks in their interaction with their respective stakeholders: a) Jointly identifying, selecting and defining research questions; b) Setting up a coherent joint research agenda; c) Mapping and deploying existing knowledge; d) Linking research findings to policy and practice.
their needs. This is especially so for young people, who have to cope with consequences of early marriage, an unsatisfactory sex life, unintended pregnancies and/or STIs and HIV.

While maternal mortality saw a 44% decline since 1990, it remains relatively high in the poorest countries in Sub-Saharan Africa and Southern Asia, where maternal and new-born health services remain inaccessible or of too low quality for many disadvantaged women. Also, major strides have been made in HIV prevention, treatment and care over the years. Yet, in 2015, 2.1 million people became newly infected, and this indicator has remained stable since 2010. Many key populations, including sex workers, people who inject drugs, transgender people, prisoners and men who have sex with men, are disproportionately affected by HIV, while “the design and delivery of HIV prevention services are limited by a reluctance to reach out to key populations”.

SDGs 3 and 5 refer to SRHR related targets, with targets not only for maternal health and HIV and AIDS, but also for universal access to SRH and Reproductive Rights. While the international commitment to SRHR, as expressed through the SDGs, is a good starting point to advocate for improvements in policies and programmes at national and local levels, realising such improvements has become more delicate in the last decade. Globally, the opposition to respecting, protecting and fulfilling sexual and reproductive rights is growing, especially regarding adolescent SRHR information and services, safe abortion, and services for LGBTI and other key populations. The Dutch Government set up “She Decides” in 2017, an international initiative to raise financial and political support for SRHR worldwide, in response to the Trump Administration’s re-instatement of the Mexico City Policy.

In short, the SRHR agenda has not yet been achieved, and millions of lives can be saved and tens of millions of unintended pregnancies can be prevented if the SRH needs of people in developing countries are fully met. SRHR is key to the achievement of the SDGs. Investments in SRHR go beyond direct SRHR and health related benefits, but have an impact on broad social and economic benefits for women, families and societies, such as increases in women’s and children’s education, increases in women’s earnings and reductions in poverty (SDG #3, #4, #5, and #1, #2, #10).

Knowledge and its applications in policy and practice are crucial for improving programme effectiveness, understanding and engineering lasting change and reaching international development goals. Knowledge management is essential for SRHR and ensures the right knowledge becomes available efficiently, effectively and affordably to those who need it. Improving evidence-informed policy making and programming has been high on the agenda of international development agencies, and the Knowledge Platforms contribute to achieving this (SDG #17).

There are many good SRHR network organisations in the world, but none is comparable to what SNI does as a Knowledge Platform on SRHR, specifically working towards translating knowledge

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2 The MCP blocks US government funding for foreign organisations that give women access to, or information about, safe abortion – even if they only use other donors’ money for those specific purposes. It is expected that the measure will particularly affect organisations whose work covers all aspects of sexual and reproductive health and family planning.
into policy and practice. Many have a more limited geographical spread or a broader thematic focus or are strictly related to products and services they offer. Often networks focus on research, advocacy or are programmatic alliances. There is not one network that brings all the larger SRHR networks from all over the world together\(^3\). There is a high demand for the services Share-Net International offers.

Share-Net international has a unique position. It brings together SRHR researchers, policy-makers, implementers, the private sector, advocates and media actors around the table to foster a continued dialogue, gather evidence and ensure state of the art knowledge and experience inform policies and programmes—the core business of the Knowledge Platforms’ knowledge management and match-making process. SNI addresses both sensitive and neglected topics, and our members do not shy away from discussing these in the safe spaces we offer.

**Our Vision**

“All people have the freedom of choice, are able to make informed decisions, can take action on their sexual and reproductive health and have access to quality care to meet their sexual and reproductive health needs and rights”.

**Our Mission**

“To strengthen linkages between research, policy and practice through sharing, generating, translating and promoting the use of knowledge for the development of better policies and practices in SRHR”.

### 1.3 Key actors in our platform

The Knowledge Platform brings actors around the table that jointly have the capacity to bring change in policies and practices on SRHR. The platform is organised in country hubs, which in turn consist of Communities of Practice (CoPs) that mostly address specific SRHR topics (see annex 1 for definitions). SNI is a membership organisation, and all members formally subscribe to the core values of the Knowledge Platform through signing a membership charter. Due to formal restrictions in some of our hubs, each hub will in addition have local values that members will subscribe to (see annex 2).

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\(^3\) As from the actor and network analysis in the business plan drafted for SNI in 2017
The core values apply to the way we work as a knowledge platform on SRHR, but also to the way in which we approach discussions in the CoPs.

### Core Values
- **Transparency**
- **Diversity**
- **Collaborative**
- **Participatory**
- **Integrity**
- **Safety**
- **Using rights-based approach**

The key actors of the Knowledge Platform on SRHR include:

- **Policy-makers** are essential for placing SRHR on the political agenda, provided they are adequately sensitised and able to address norms, practices, policies and legislation perpetuating SRHR and share knowledge gaps.
- **Researchers** are essential for providing evidence-based knowledge, provided they are able and willing to address politically and societally relevant knowledge gaps in the field of SRHR.
- **Practitioners** at all levels are essential for establishing or adapting SRHR programmes, policies and practices informed by evidence, and share lessons learned and knowledge gaps.

There are two more specific groups of actors who often participate in the Knowledge Platform at country level, but not necessarily as members of the platform. Once they subscribe to the core values of SNI and sign the charter, they can become members of the CoPs. These include:

- **Journalists and other media sector representatives** can inform the general public on SRHR issues and challenges and mobilise public support for possible changes.
- **Private sector representatives** can support the network’s activities and could purchase the Knowledge Platform’s services.

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4 Including national governments and ministries, parliamentarians, UN agencies

5 Practitioners are all members of SNI and in our definition include all people involved in the implementation of SRHR programmes and projects at all levels in the system. These may include NGOs, INGOs, other civil society groups, private sector actors, health workers, the media, support groups etc.
2. Theory of Change: How we influence policy and practice

Share-Net International is organised in country hubs, and every hub is made up of communities of practice (CoPs).

The communities of practice are involved in knowledge management and match-making.

The Theory of Change of Share-Net International (fully explained in annex 3) shows how the Knowledge Platform on SRHR aims to achieve impact and outcomes across the 4 pathways of Knowledge Management (see annex 1 for definitions).

Additionally, it shows the importance of developing the network itself through communities of practice. The assumptions in the Theory of Change (ToC) provide insight into the underlying thinking and logic.

See the ToC visual below for information at a glance on how our activities, pathways, and outcomes are meant to lead to impact.
THEORY OF CHANGE
SHARE-NET INTERNATIONAL KNOWLEDGE PLATFORM ON SRHR

OUTCOMES
- Knowledge Sharing
- Knowledge Translation
- Knowledge Use
- Promotion of Knowledge Use

OUTCOMES IMPACT
- Knowledge is applied into evidence-informed SRHR programs, policies and practices
- Annual and effective learning taking place among and in countries among policy makers, practitioners and researchers
- Knowledge is generated and owned and relevant to local and global needs

PATHWAYS
- Knowledge Generation
- Knowledge Sharing
- Knowledge Translation
- Knowledge Use
- Promotion of Knowledge Use

COMMUNITIES OF PRACTICE
- Short term
- Medium term
- Long term
- National, sustainable and empowered communities of practice on SRHR are established and operational

ASSUMPTIONS
- Assumptions correspond to the assumptions described in the narrative ToC document

VISION
- All people have the freedom of choice, are able to make informed decisions, can take action on their sexual and reproductive health, and have access to quality reproductive health needs and rights

OUTPUTS
- Knowledge Generation
- Knowledge Sharing
- Knowledge Use
- Promotion of Knowledge Use

SHARE-NET KNOWLEDGE PLATFORM ON SRHR
- Research agendas are established in focus countries
- Research projects are based on SHARE-NET research agendas
- Small grants for research are carried out by SNI members
- Task knowledge is documented
- Desk reviews and policy analysis are conducted

NATIONAL AND INTERNATIONAL COMMUNITIES OF PRACTICE
- National and international communities of practice on SRHR are established and operational

NETWORK DEVELOPMENT
- Networking of national (CoPs) and international level partners

MILESTONES
- National and international knowledge platforms on SRHR are established and operational
- National and international communities of practice on SRHR are established and operational
- National and international networks are established and operational
- National and international research agendas are established and operational
At **impact** level, SNI strives for: *Evidence-informed policies and practices contributing to improved Sexual and Reproductive Health and Rights.*

The following two **strategic long-term outcomes** lead to this impact:

1) **National, sustainable and empowered communities of practice on SRHR are established and operational**
   
   Rationale: communities of practice (CoPs) are at the heart of SNI; they can operate at country, regional, and international level and can be topic based; by establishing CoPs, SNI aims to create common ground and inspire CoP members (researchers, policy-makers, practitioners, the media and private sector representatives). SNI acts as a match-maker, promoting interactions among CoPs members and encouraging them to share knowledge to facilitate learning, and ultimately, use knowledge to improve policy and practice.

2) **Knowledge is applied to evidence-informed SRHR programmes, policies and practices**

   Rationale: SRHR programmes, policies and practices can be improved if knowledge (insights, new research, co-created knowledge, lessons learned and/or best practices) is used and applied in a better way by SNI members through the interactions in the COPs.

The following pathways contribute to the different outcomes:

- **Knowledge generation:** addressing priority knowledge gaps through research and further analysis and synthesis of existing data.
- **Knowledge sharing:** dissemination through a wide range of channels and tools, of both new and existing knowledge, as available research findings are often not known by those who should use them.
- **Knowledge translation:** ensuring evidence is presented in formats appropriate for the intended audience so they can be accessed, understood, and used by advocates, policy-makers, programme managers, practitioners, users, researchers, and representatives of the private and the media sectors.
- **Promotion of knowledge use:** promoting use of knowledge products and formats by policy-makers and practitioners for improving policy and practice.
- **Network development and match-making:** creating national communities of practice and links with international level (partners); and matching the needs of certain members with the services our partners can offer (for example, between our members and the private sector and between young researchers and NGOs in need of research).
The services SNI offers its members logically follow from the Theory of Change and pathways explained in the previous chapter.

- **Access to the small grants** for applied research, documentation of practices, and knowledge products for improving policy and practice in SRHR are very popular among our members. These grants provide opportunities to improve the work of our members and allow them to develop knowledge products that otherwise are difficult to get funded. This mechanism is key for the knowledge management work of SNI.

- **The Share-Net International Rapid Improvement Model (SHIRIM)** uses the Collaborative Approach as a structured action learning system. Different countries work towards implementing different change packages around a common theme. This process is implemented over the course of 1 to 1.5 year and results in a package of tested interventions that work under specific circumstances. The first Collaborative (SHIRIM) of SNI on the theme of child marriage and teenage pregnancies is underway. The Knowledge Platform expects different partners will be interested in tackling SRHR-specific topics in such a structured way, and will promote this activity in its fundraising strategy.

- **Setting up new country knowledge hubs.** SNI has experience setting up new country hubs and can provide this service to funders and/or members with a special interest to support setting up a SNI knowledge hub in a country where they work.

- **The Private Sector Working Group** has been working on the development of an internet based **closed platform for match-making** between representatives of knowledge partners, NGOs and the private sector and policy-makers. On this platform members can promote their work and services. The services will be matched to the needs of and offered to other actors, for example, from the private sector actors, interested in supporting or buying the services offered. The platform will also serve students by matching them with NGOs to implement their research projects.

- **Share-Net International** will organise one **international conference** per year in which different important SRHR topics will be featured. This will be a place to disseminate research results of research done by members and international partners - from small grants activities and from larger NWO/WOTRO research initiatives. The conference will be unique in its set-up. Specific working sessions will focus on translating research results.
into knowledge products for influencing policy and practice by our members. Our members will also have the opportunity to network.

✓ **Round table meetings, thematic meetings or other workshops** will be organised by the different working groups on topics that are identified by the members in the different hubs.

✓ Share-Net International will continue to **offer tailor made services** (on demand) to our members such as organising launching of reports, development of research and knowledge products, literature reviews or preparatory meetings for international conferences and meetings.
We want to expand and grow our network and ensure our hubs and their communities of practice are able to do their valuable work efficiently and effectively long into the future. Our SWOT revealed SNI has a great potential for expansion, and the need for SNI is there. It also showed SNI is an accessible platform, highly appreciated by its members, but with poor liquid assets and an unclear business proposition in a challenging funding environment. (See Annex 4 for SWOT).

Here is our market angle. We position Share-Net International as the Knowledge Platform on SRHR that brings together communities of practice around the world for knowledge management and match-making. The following business propositions support our positioning.

**Share-Net International is a knowledge manager**
We generate, translate and share knowledge through our extensive global network. With our stakeholders we influence policies and practice and advocate for more impactful SRHR programmes.

**Share-Net International is a match-maker**
In need of connections to influence policy-makers and practitioners in SRHR? We create access to people. We open up the doors to local, regional and international networks and interlink NGOs, companies, social entrepreneurs, research institutes, universities, students, governments, practitioners and investors.

**Share-Net International showcases young researchers**
We link student researchers to our members to match needs for research in SRHR. We make it possible for young researchers to disseminate their findings and trumpet their achievements through special events and publications. We also create opportunities for them to support our members and partners to translate knowledge into practical guidelines.
The following strategies are geared towards achieving our ambition.

4.1 Expand to more country hubs and partners

Target:
✓ At least four new country hubs are established by the end of 2022

We want to expand our operations to include more country hubs. On the one hand, SNI will be branded as an international well-known knowledge and match-making platform on SRHR. On the other hand, SNI needs to grow geographically, having more country hubs, members and partners. It is at the level of the country knowledge hubs where improvements in policy and practice take place, and therefore, these form the basis for the impacts we can achieve. SNI regularly receives requests for setting up a hub from different countries and will seek funds for this crucial activity. The Board of SNI will guide the international secretariat in strategically choosing new country hubs.

4.2 Develop partnerships with key players

Target:
✓ By the end of 2018 at least four international partners have become member of SNI, increasing to 20 partners by the end of 2022

SNI will pro-actively seeks partnerships with key international partners and other networks in the field of SRHR to become members of SNI. Currently there is no mechanism for formalising relationships, yet there is interest in further collaboration from different international parties and SNI. By providing the opportunity to become a member of the Knowledge Platform new knowledge and information can be shared and learning mechanisms can be created with these new partners. The service packages SNI offers will form the basis for discussion with these partners. SNI will investigate if partners can support the set-up of new country hubs or brand existing country networks as SNI, so we can expand the work of the Knowledge Platform. A phased approach will be used starting, with partners SNI has been working with, such as WHO, the Guttmacher Institute, She Decides, EuroNGOs, Be-Cause Health, etc. The first step is for SNI to make an inventory of potential interesting networks and organisations. The second step will be to stimulate interest in what SNI has to offer and gauge willingness to join as paying partners. The third step is for SNI to approach potential partners to join the Knowledge Platform.
### 4.3 Increase funding and diversify funding streams

**Targets:**
- Increased funding available for the Knowledge Platform to 3 million euro annually by 2022.
- Increased revenue from members to 100,000 euro by the end of 2022.

The three propositions mentioned earlier will guide efforts to raise funds and increase the sustainability of the Knowledge Platform on SRHR.

- The **membership fee structure** will be revised towards a more differentiated system in which members can choose between different service package combinations for a certain annual fee. SNI events will in principle no longer be free of charge unless a sponsor is found for that specific event. Members, depending on the package they pay for, will receive a fixed discount percentage. Non-members will pay for each event (at cost price). Subscriptions will be on an annual basis. Eventually, each country hub will develop their own fee structure, but at this moment it is too early to ask membership fees in the hubs.

- SNI will develop **service packages** (as described in chapter 3) towards costed products for sponsors and/or partners to purchase. All services from SNI will be **marketed** to different audiences and in different ways. Infographics, video messages, testimonials and leaflets will be developed for this purpose. The communication strategy explains how different target groups will be approached.

- The **Knowledge Platform** will proactively seek **sponsorships** from national and international organisations, funders and corporations for specific service packages and/or value propositions mentioned above that can be supported. These packages will be costed and promoted on the website and during meetings, conferences and events and through a social media campaign.

- **Pro-active acquisition and tendering** will be an important strategy for SNI, whereby potential foundations and funders will be approached and warmed to the idea of providing support to Share-Net International. SNI will also look for tenders and seek leverage from members to include the Knowledge Platform’s services in the tenders they submit.

- The Knowledge Platform will develop its **brand identity**. Among other key elements, a manual will lay out the brand mission and brand architecture for SNI and the hubs, with the aim of creating a consistent visual identity across the network.
Share-Net International Targets: Road to 2022

2018
1. Operational M&E platform and match-making interface
2. Four international partners have become member

2019
1. SNI will be reporting in IATI

2022
1. 20 international partners have become member
2. Four new country hubs are established
3. Increased funding to €3 million annually
4. Increased revenue from members to €100K
5. Increased income from sponsorship to €250K

Figure 1 Infographic targets 2018 - 2022
Share-Net International will regularly assess the implementation and results of its knowledge management activities for accountability and learning purposes. The Knowledge Platform will monitor its activities using a fixed set of indicators for measuring process, outputs, outcomes and the success of the implementation of the main strategies. Share-Net International will use existing indicators of IDS (2013)xvii in which 100 indicators are proposed to measure the knowledge management process as a basis for the monitoring and evaluation (M&E) framework to be developed in 2018.

5.1 Develop an online M&E system

Target:

✓ By the end of 2018 the platform for M&E and knowledge management will be operational.

With the growth of SNI as a Knowledge Platform there is a need to develop a robust M&E system that captures the knowledge management activities and outcomes of the hubs and partners using a web-based platform. This online M&E system will be interactive and provide automated visuals of activities and outcomes at hub level and for SNI. Furthermore, the platform will host the knowledge platform’s match-making interface, be able to manage the membership administration and show the progress in accessing additional funds and growth of the platform. SNI will, first, develop an M&E plan with indicators for the different activities. Second, SNI will review existing platforms (such as WebMo and StarWiki), and eventually contract an organisation to develop the platform.
5.2 Develop reporting system in IATI

Target
✓ By the end of 2019 SNI will be reporting in IATI.

Share-Net International will organise its monitoring and reporting to the Ministry of Foreign Affairs on activities, results and expenditures according to the IATI Standard starting in 2019. The publication will be done through KIT. KIT has registered its organisation in AidStream, set up and published KIT’s account in the IATI registry, and will create Share-Net Activity Files for Share-Net International and each country node. The reporting in IATI will be accompanied, annually, by a short reflective narrative on identified challenges, risks, changes, successes and lessons learned.
6. How are we governed and managed?

As of mid-2018 SNI will implement a more inclusive and effective governance structure. This structure is laid out in a separate document (Institutional Framework SNI March 2018). Share-Net International will be governed by an international board in which the country hubs are represented by one member each. Further membership will reflect the stakeholders of the Knowledge Platform - academics, NGOs, the private sector and policy-makers. The Board has a primary role in oversight, direction and strategic decisions and monitoring outcomes.

Each hub will have its own steering committee responsible for the management, coordination and local fund raising of that particular hub and will directly interact with the SNI international secretariat. The composition will reflect the members of the CoPs, and officials will be elected from the members of the hub. Each hub has a secretariat to support the steering committee and the operational activities of the hub.

The SNI International secretariat will be responsible for the coordination of all activities of the Knowledge Platform including fundraising for SNI. They will provide support to the International Board.

The visual shows the institutional framework of the Knowledge Platform.


11 Guttmacher, 2015, volume 18, nr 1, Sexual and Reproductive Health and Rights Are Key to Global Development: The Case for Ramping up Investment.


14 KM strategy of Share-Net.

