

Share-Net
International

The Knowledge Platform on
Sexual and Reproductive Health & Rights



2018–2022

FIVE YEAR STRATEGIC PLAN



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This strategy was developed jointly with the members of Share-Net International including all four country hubs in Bangladesh, Burundi, Jordan and the Netherlands. The process was led by a task force consisting of Board and Steering Committee members, representatives of different actors and the secretariats of Share-Net International and Share-Net Netherlands.

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1. ABOUT SHARE-NET INTERNATIONAL

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, KIT 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, 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 hosting the secretariat of the SRHR Knowledge Platform^a from the Dutch Ministry of Foreign

^a. 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.



Affairs, with 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).

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-level¹. 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 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 Asia², where maternal and new-born health services remain inaccessible or of too low quality for many disadvantaged women³. 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 2010⁴. 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”⁵.

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.⁶ 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^{7,8,9,10} 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-instating the Mexico City Policy^b.

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 SRHR needs of people in the world are fully met¹¹. 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 goals¹². Knowledge management is essential for SRHR and ensures the right knowledge becomes available efficiently, effectively and affordably to those who need it.¹³ 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*).

b. 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.



The 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.

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 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 ^c. 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.

c. As from the actor and network analysis in the business plan drafted for SNI in 2017

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](#)).

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. They are:

1. Transparency
2. Diversity
3. Collaborative
4. Participatory
5. Integrity
6. Safety
7. Using rights-based approach

The key actors of the Knowledge Platform on SRHR include

- **Policy-makers^d** 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.

d. Including national governments and ministries, parliamentarians, UN agencies

- **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^e** 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.

e. 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.

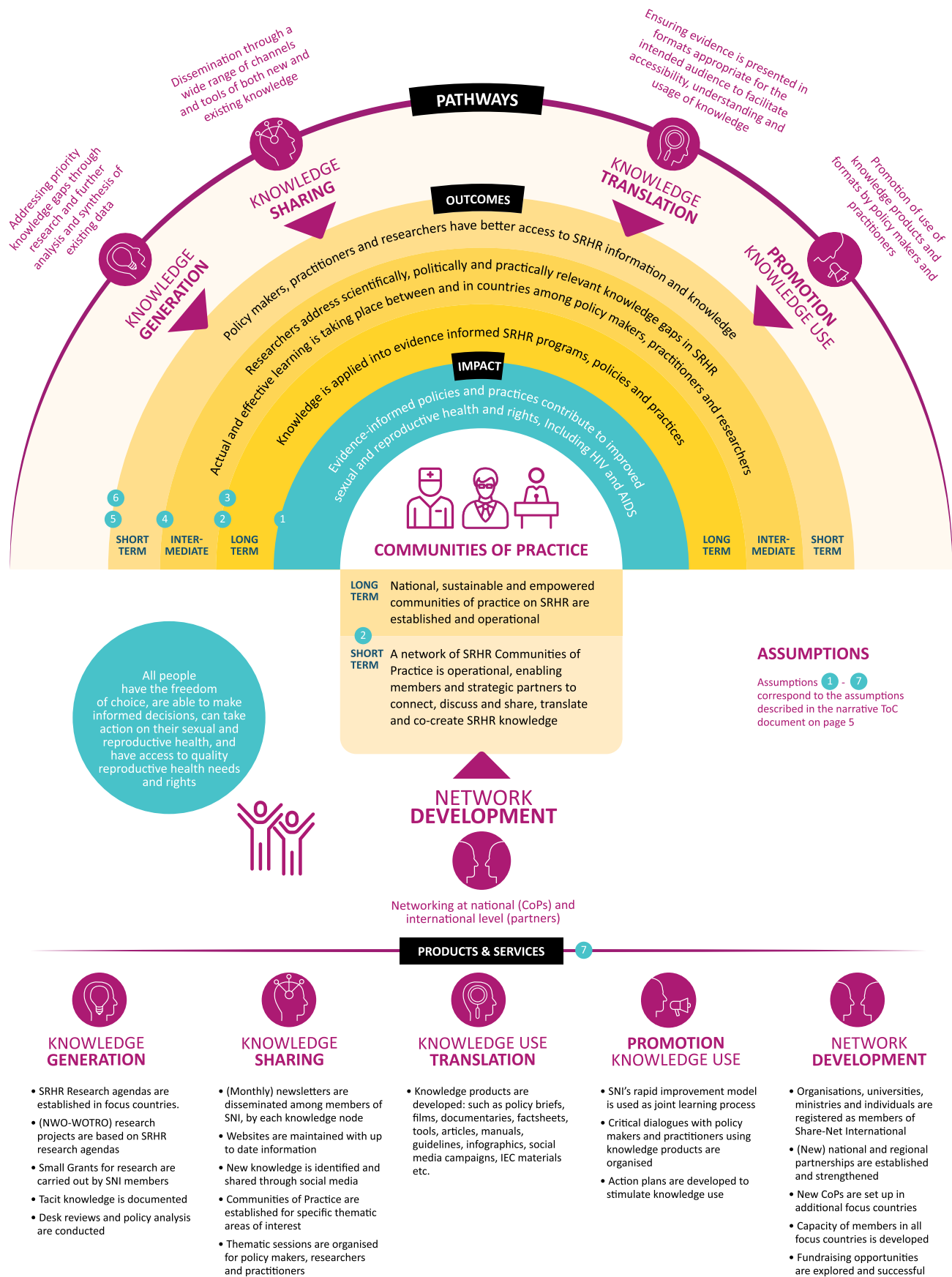
The Theory of Change of Share-Net International ([fully explained in annex 3](#)) shows how the Knowledge Platform on SRHR aims to achieve impact and outcomes across the 4 pathways of Knowledge Management ([see annex 1 for definitions](#)).

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.

At impact level, SNI strives for: **Evidence-informed policies and practices contributing to improved Sexual and Reproductive Health and Rights.**

THEORY OF CHANGE

SHARE-NET INTERNATIONAL



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 practice¹⁴ (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 practice¹⁵.

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 matchmaking: 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*).

3. WHICH SERVICES DO WE OFFER OUR MEMBERS?

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 Approach¹⁶ 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 community of practice 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.

4. OUR STRATEGIES FOR SUSTAINABLE GROWTH

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.

EXPAND TO MORE COUNTRY HUBS AND PARTNERS

Targets: 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.

DEVELOP PARTNERSHIPS WITH KEY PLAYERS

Targets: 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 seek 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.



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.**
- **Increased income from sponsorship to 250,000 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 pro-actively 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.



5. HOW WE MONITOR FOR RESULTS AND IMPACT

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)¹⁷ 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.

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.

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?

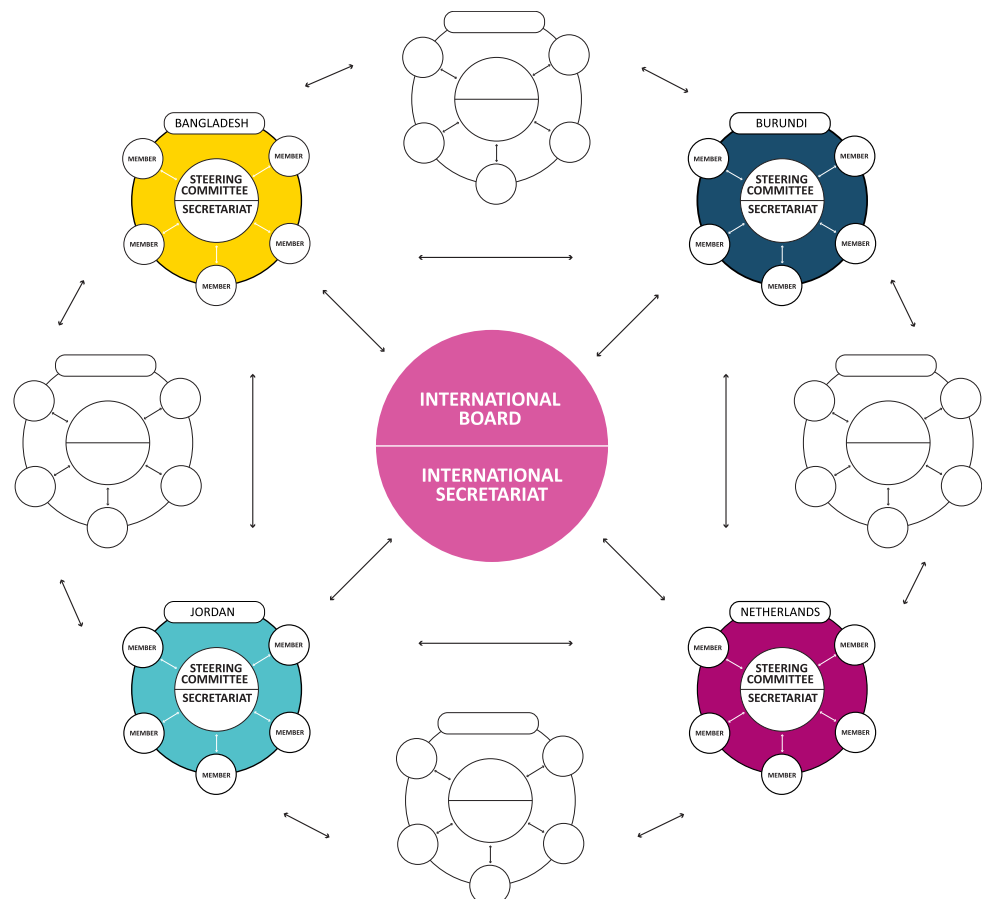
As of mid-2018 SNI will implement a more inclusive and effective governance structure. This structure is laid out in a separate document (Institutional Framework SNI March 2018). Share-Net International will be governed by an international board in which the country hubs are represented by one member 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/for 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 below shows the institutional framework of the Knowledge Platform.



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ANNEX 1

DEFINITIONS AND VOCABULARY USED IN THIS STRATEGY

Integrated definition of Sexual Reproductive Health and Rights^a (Guttmacher-Lancet commission 2018)

Sexual and Reproductive Health and Rights

(SRHR) Sexual and reproductive health is a state of physical, emotional, mental, and social wellbeing in relation to all aspects of sexuality and reproduction, not merely the absence of disease, dysfunction, or infirmity. Therefore, a positive approach to sexuality and reproduction should recognise the part played by pleasurable sexual relationships, trust, and communication in the promotion of self-esteem and overall wellbeing.

All individuals have a right to make decisions governing their bodies and to access services that support that right. Achievement of sexual and reproductive health relies on the realisation of sexual and reproductive rights, which are based on the human rights of all individuals to:

- have their bodily integrity, privacy, and personal autonomy respected;
- freely define their own sexuality, including sexual orientation and gender identity and expression;

^a Ann M Starrs, Alex C Ezeh, Gary Barker et Al. Accelerate progress—sexual and reproductive health and rights for all: report of the Guttmacher–Lancet Commission. Available from: <https://www.thelancet.com/commissions/sexual-and-reproductive-health-and-rights> 05/09/2018. New York, USA.

- decide whether and when to be sexually active;
- choose their sexual partners;
- have safe and pleasurable sexual experiences;
- decide whether, when, and whom to marry;
- decide whether, when, and by what means to have a child or children, and how many children to have;
- have access over their lifetimes to the information, resources, services, and support necessary to achieve all the above, free from discrimination, coercion, exploitation, and violence.

Essential sexual and reproductive health services must meet public health and human rights standards, including the “Availability, Accessibility, Acceptability, and Quality” framework of the right to health. The services should include:

- accurate information and counselling on sexual and reproductive health, including evidence based, comprehensive sexuality education;
- information, counselling, and care related to sexual function and satisfaction;
- prevention, detection, and management of sexual and gender-based violence and coercion;

- a choice of safe and effective contraceptive methods;
- safe and effective antenatal, childbirth, and postnatal care;
- safe and effective abortion services and care;
- prevention, management, and treatment of infertility;
- prevention, detection, and treatment of sexually transmitted infections, including HIV, and of reproductive tract infections; and
- prevention, detection, and treatment of reproductive cancers.

Sexual Health^b

“A state of physical, emotional, mental and social well-being in relation to sexuality; it is not merely the absence of disease,

dysfunction or infirmity. Sexual health requires a positive and respectful approach to sexuality and sexual relationships, as well as the possibility of having pleasurable and safe sexual experiences, free of coercion, discrimination and violence.

For sexual health to be attained and maintained, the sexual rights of all persons must be respected, protected and fulfilled.”

Sexual health implies that all people have access to:

- counselling and care related to sexuality, sexual identity, and sexual relationships
- services for the prevention and management of sexually transmitted infections, including HIV/AIDS, and other diseases of the genitourinary system
- psychosexual counselling, and treatment for sexual dysfunction and disorders
- prevention and management of cancers of the reproductive system

^b As compiled in Guttmacher report from different publications such

Sexual Rights^b

Sexual rights are human rights and include the right of all persons, free of discrimination, coercion, and violence, to:

- achieve the highest attainable standard of sexual health, including access to sexual and reproductive health services
- seek, receive, and impart information related to sexuality
- receive comprehensive, evidence-based, sexuality education
- have their bodily integrity respected
- choose their sexual partner
- decide whether to be sexually active or not
- engage in consensual sexual relations
- choose whether, when, and whom to marry
- enter into marriage with free and full consent and with equality between spouses in and at the dissolution of marriage
- pursue a satisfying, safe, and pleasurable sexual life, free from stigma and discrimination
- make free, informed, and voluntary decisions on their sexuality, sexual orientation, and gender identity

Reproductive Health^b

“Reproductive health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity, in all matters relating to the reproductive system and to its functions and processes.”

Reproductive health implies that all people are able to:

- receive accurate information about the reproductive system and the services needed to maintain reproductive health
- manage menstruation in a hygienic way, in privacy, and with dignity

- access multisectoral services to prevent and respond to intimate partner violence and other forms of gender-based violence
- access safe, effective, affordable, and acceptable methods of contraception of their choice
- access appropriate health-care services to ensure safe and healthy pregnancy and childbirth, and healthy infants
- access safe abortion services, including post-abortion care
- access services for prevention, management, and treatment of infertility

Reproductive Rights ^c

Reproductive rights rest on the recognition of the human rights of all couples and individuals to decide freely and responsibly the number, spacing, and timing of their children, to have the information and means to do so, and the right to attain the highest standard of reproductive health. They also include:

- the right to make decisions concerning reproduction free of discrimination, coercion, and violence
- the right to privacy, confidentiality, respect, and informed consent
- the right to mutually respectful and equitable gender relations

Country hub: A national unit of Share-Net International comprising of an executive secretariat, a steering committee and the Share-Net members in that country. Each hub consists of one or more Communities of Practice.

Knowledge Management Platform: a platform which connects organisations and people around a common theme, enabling them to collaborate in a secure and social environment where knowledge is shared, disseminated, translated and effectively used.

^c UN. Beijing declaration and platform for action. New York, NY: United Nations, 1995: 93-97

Communities of Practice: are groups of individuals with shared interests that come together in person or virtually to tell stories, to share and discuss problems and opportunities, discuss best practices, and review lessons learned. Communities of practice emphasise the social nature of learning within or across organisations.

Share-Net International SRHR Network: is the name of the Knowledge Platform on SRHR and the network is defined as a group or system of interconnected people or things, in our case CoPs.

Knowledge Management is the process of capturing, distributing, and effectively using knowledge. (Davenport, 1994)

It also is a collection of systematic approaches to help information and knowledge flow to and between the right people at the right time (in the right format at the right cost) so they can act more efficiently and effectively to create value for a specific topic or organisation. (APQC American Productivity & Quality Centre)

Practitioners: 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.

Media: are the collective communication outlets or tools used to store and deliver information or data. It is either associated with communication media, or the specialised mass media communication businesses such as print media and the press, photography, advertising, cinema, broadcasting (radio and television), publishing and point of sale.

The private sector: The private sector is the part of a country's economic system that is run by individuals and companies, rather than the government. Most private sector organizations are run with the intention of making profit. We consider charities and foundations to be part of the private sector.

ANNEX 2

COUNTRY SPECIFIC VALUES , VISION, STRATEGIES

The core values that SNI country hubs have identified include the following:

Core Values

Jordan	Bangladesh	Burundi	Netherlands
<ul style="list-style-type: none"> • Communication • Creativity • Community • Competence • Diversity • Respect • Teamwork • Safety • Integrity • Partnership • Loyalty 	<ul style="list-style-type: none"> • Communication • Creativity • Community • Competence • Diversity • Respect • Teamwork • Safety • Integrity • Consistency 	<ul style="list-style-type: none"> • Communication • Creativity • Partnership • Teamwork • Integrity • Consistency • Commitment to success • Sufficiency • Innovation • Quality 	<ul style="list-style-type: none"> • Quality • Participatory • Collaborative • Sincerity • Transparent • Rights-based • Outspoken • Evidence-based • Impactful • Facilitative • Curious

Vision of Share Net Jordan Hub

People have the right to receive and easy access to high-quality health services and able to make informed decisions on Sexual and Reproductive Health.

Vision of Share Net Bangladesh Hub

Universal access to and utilisation of Sexual and Reproductive Health and Rights.

Mission of Share Net Bangladesh Hub

Evidence-informed policies and practices enable everyone to have a satisfying and safe sex life, the freedom to decide how many children they want, when and with whom, and access to good-quality care to ensure their sexual and reproductive well-being.

ANNEX 3

THEORY OF CHANGE OF THE KNOWLEDGE PLATFORM ON SRHR

Share-Net International is the Knowledge Platform on SRHR that is organised in hubs (country or regional) and every hub constitutes of communities of practice (CoPs). The communities of practice are involved in knowledge management and matchmaking.

The Theory of Change of Share-Net International shows how the Knowledge Platform on SRHR aims to achieve impact and outcomes across the 4 pathways of Knowledge Management. Additionally, it shows the importance of the development of the network itself in Communities of Practice. The assumptions provide insights in the underlying thinking process of the logic.

Share Net International's Knowledge Management strategies contribute to the different outcomes through the following pathways:



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 that they can be accessed, understood and used by advocates, policymakers, programme managers,

practitioners, the private sector, users, the media and researchers



Promotion of knowledge use: promotion of the use of knowledge products and formats by policymakers and practitioners for improving policy and practice



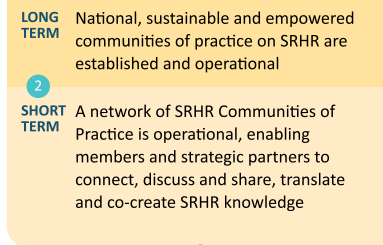
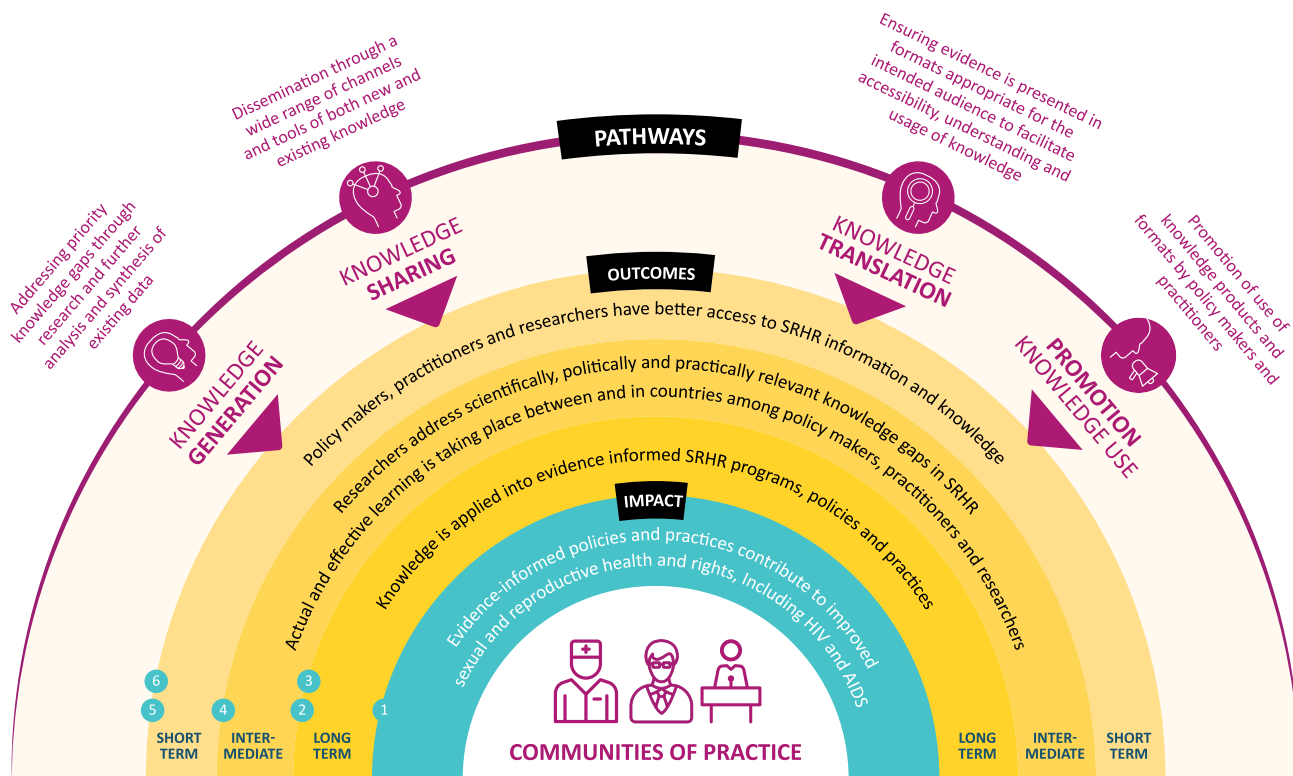
Network development and matchmaking: creating national Communities of Practice (CoPs) and links with international level (partners); and matching the needs of certain members with the services that our partners can offer (*ie between our members and the private sector and between young researchers and NGOs in need of research*)

The **Vision** of the Share-Net Knowledge Platform on SRHR is that

“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”.

At impact level, SNI strives for: Evidence-informed policies and practices contributing to improved Sexual and Reproductive Health and Rights.

SHARE-NET INTERNATIONAL



ASSUMPTIONS

Assumptions 1 - 7 correspond to the assumptions described in the narrative ToC document on page 5



NETWORK DEVELOPMENT



Networking at national (CoPs) and international level (partners)

PRODUCTS & SERVICES



**KNOWLEDGE
GENERATION**

- SRHR Research agendas are established in focus countries.
- (NWO-WOTRO) research projects are based on SRHR research agendas
- Small Grants for research are carried out by SNI members
- Tacit knowledge is documented
- Desk reviews and policy analysis are conducted



KNOWLEDGE SHARING

- (Monthly) newsletters are disseminated among members of SNI, by each knowledge node
- Websites are maintained with up to date information
- New knowledge is identified and shared through social media
- Communities of Practice are established for specific thematic areas of interest
- Thematic sessions are organised for policy makers, researchers and practitioners



KNOWLEDGE USE TRANSLATION

- Knowledge products are developed: such as policy briefs, films, documentaries, factsheets, tools, articles, manuals, guidelines, infographics, social media campaigns, IEC materials etc.



PROMOTION
KNOWLEDGE USE

- SNI's rapid improvement model is used as joint learning process
- Critical dialogues with policy makers and practitioners using knowledge products are organised
- Action plans are developed to stimulate knowledge use



NETWORK DEVELOPMENT

- Organisations, universities, ministries and individuals are registered as members of Share-Net International
- (New) national and regional partnerships are established and strengthened
- New CoPs are set up in additional focus countries
- Capacity of members in all focus countries is developed
- Fundraising opportunities are explored and successful

Two strategic long-term outcomes will logically lead to this impact, being:

1. National, sustainable and empowered communities of practice on SRHR are established and operational

Rationale: communities of practice^a (CoPs) are at the heart of SNI; they can be operating at country, regional and international level and can also be topic based; by establishing CoPs, SNI aims to create common ground and inspire CoP members (researchers, policymakers, practitioners, the media and private sector). SNI acts as a matchmaker promoting interactions between the members of the CoPs and encouraging them to share knowledge to facilitate learning and ultimately using knowledge for improving policy and practice^b.

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, lessons learned and/or best practices) is used and applied in a better way by SNI members through the interactions in the CoPs.

The underlying assumptions are that:

1. Evidence-informed policies and practices are used in line with the actual and context-specific SRHR needs of individuals, and take their perspectives and rights into account.
2. Established CoPs are able to agree on common values and similar goals with regard to SRHR.
3. Improved SRHR knowledge of policymakers, practitioners and researchers leads to better SRHR research, policy and practice such as societally relevant research and use of evidence-informed laws, policies and programmes^{c, d}.

The intermediate outcomes leading to the long-term outcomes show what needs to be done effectively in the CoPs:

- a) Actual and effective learning is taking place between and in countries among researchers, policymakers, practitioners and optional the media and private sector
- b) Researchers address scientifically, politically and practically relevant knowledge gaps in SRHR.

The underlying assumption is that:

4. CoPs are able to agree on existing political and societal knowledge gaps in SRHR and priority research agendas^{e, f} and are able to identify SRHR priorities and the best conditions for joint learning.

The short-term outcomes highlight the role of the network and hubs and to where the interactions in CoPs will lead:

- a) A network of SRHR CoPs is operational, enabling members and strategic partners to connect, discuss and share, translate and jointly create SRHR knowledge
- b) Policymakers, practitioners and researchers have better access to SRHR information and knowledge

The underlying assumptions are:

5. Active participation (engaging in dialogues where best practices and lessons learned are openly shared) of CoP members from the fields of research, policy and practice removes barriers and contributes to strengthened linkages between these fields^{g, h, i, j}.
6. Members have better access to SRHR knowledge and information that is generated, shared, translated and promoted through and by SNI and through active participation in network activities^{k, l}.
7. Share-Net secretariats have the means and capacity to facilitate CoPs and their knowledge management activities^m.

The outputs and activities of the Knowledge Platform on SRHR focus on:



A. Knowledge generation ⁿ

Addressing priority knowledge gaps through research and further analysis and synthesis of existing data.

- SRHR research agendas are established in country hubs
- NWO-WOTRO and other research projects are based on SRHR research agendas
- Small grants are used by SNI members to carry out research
- Tacit knowledge is documented
- Desk reviews and policy analysis are conducted



B. 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. Relevant and up-to-date knowledge products are shared among members and stakeholders through newsletters, websites, social media, thematic meetings, events and Working Groups:

- *(Monthly)* newsletters and magazines *(quarterly/half yearly)* are disseminated among SNI members, by each knowledge node
- Websites are maintained with up-to-date information
- New knowledge is identified and shared through social media
- Working Groups are established for specific thematic areas of interest
- Thematic sessions are organized for policymakers, researchers, practitioners and optionally by the private sector and media



C. Knowledge translation

Ensuring evidence is presented in formats appropriate for the intended audience so they can be accessed, understood, and used by advocates, policymakers, programme managers, practitioners, users, researchers, and representatives of the private and the media sectors.

- Knowledge products are developed: such as policy briefs, films, documentaries, factsheets, tools, articles, manuals, guidelines, infographics, social media campaigns, IEC materials etc.
- Small grants are used by SNI members to translate research into knowledge products



D. Promotion of knowledge use

Promoting use of knowledge products and formats by policymakers and practitioners for improving policy and practice.

- SNI's rapid improvement model is used for imparting change in policy and practice
- Critical dialogues with policymakers and practitioners using knowledge products are organized
- Action plans are developed to stimulate knowledge use
- Small grants are used by SNI members to promote use of knowledge
- Awareness and advocacy campaigns by the hubs and members



F. Network development

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).

- Organisations, universities, ministries and individuals are registered as members of SNI
- New (inter)national and regional partnerships and collaborations are established and strengthened
- New CoPs are set up in additional focus countries
- The capacities of members in all focus countries are developed
- Fundraising opportunities are explored and successfully undertaken
- Members are matched with relevant private sector or other actors in need of their services through the matchmaking platform
- Young researchers are linked to NGOs in need of research through are young researchers' matchmaking platform

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l. Agency for healthcare research and quality. *Communication and Dissemination Strategies to Facilitate the use of Health and health care evidence* [Internet]. Rockville; 2014. Available from: <https://www.nhmrc.gov.au/research/research-translation>

m. Share-Net International. *Proposal for Extension of KIT hosting the Knowledge Platform on SRHR*. Amsterdam; 2017.

n. Generating knowledge involves academic research, best practices and lessons learned on selected SRHR themes (5).

ANNEX 4

SWOT ANALYSIS

STRENGTHS (internal)

- A big source of relevant knowledge
- Very accessible platform
- Highly appreciated by its members
- Hard working team at the secretariat at execution level
- Unique SRHR platform with multiple pillars
- Possibility to respond easily to current developments
- Organised with country hubs where KM works best for changing policy and practice

WEAKNESSES (internal)

- Low liquid assets
- Dependent on a single donor in the past years
- No visible and clear proposition for SNI
- Skills division: high executing power, less strategic power at the secretariat due to understaffing
- Organisation model not inclusive enough and currently difficult to growth in quality and quantity
- Number of active members should be higher

OPPORTUNITIES (external)

- Members are open to new and innovative approaches
- Collaborations with other parties are essential
- There is not one coherent international 'go to' platform
- Momentum towards promoting use of Knowledge
- Bringing research to policy makers and practice
- Young researchers are a growing group with political, social and cultural attitudes

THREATS (external)

- Challenging funding climate
- Globally a conservative trend towards SRHR
- There are platforms who focus on bits of SNI's work, so there is a lot of overlap
- Low brand awareness
- Funding streams going more and more directly to Southern countries





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