

2023–2027  
**FIVE YEAR  
STRATEGIC  
PLAN**

**Share-Net**  
**International**

The Knowledge Platform on  
Sexual and Reproductive Health & Rights





Share-Net

منصة المعرفة

للمنعة الجنسية والإنجابية - الأردن



رؤيتنا

ABOUT  
US

# SHARE-NET MILESTONES 2001 - 2022

**2001**

Share-Net- the Dutch Network on SRHR, is established by KIT Royal Tropical Institute

**2013**

MoFa commissions Share-Net as the Knowledge Platform on SRHR for funding cycle 2013-2019

**2013**

Share-Net becomes Share-Net International, and Share-Net Netherlands established

**2014**

Share-Net Bangladesh & Share-Net Burundi established

**2015**

Share-Net Jordan established

**2019**

New funding cycle (2020-2024) agreed with MoFa

**2021**

Share-Net Burkina Faso, Share-Net Colombia & Share-Net Ethiopia established

## OUR HISTORY

Share-Net was established in early 2001 and has since been in operation for more than two decades. Over this time the network has supported the implementation of the comprehensive agenda for Sexual and Reproductive Health and Rights (SRHR) agreed at the International Conference on Population and Development (ICPD) in Cairo in 1994, the Millennium Development Goals (MDGs) which were established in 2000 and largely integrated the ICPD agenda, the 2014 ICPD Framework of Actions, and the current Sustainable Development Goals (SDGs). The SDGs succeeded the MDGs in 2016 and are intended to be achieved by 2030.

With support from the Dutch Ministry of Foreign Affairs (MoFA), KIT Royal Tropical Institute (KIT) established the network (also then known as the Dutch network on Sexual and Reproductive Health and Rights) to respond to the needs of different international development stakeholders in the Netherlands who wished to strengthen collaboration and increase the knowledge base informing their work. KIT built on its prior experience hosting the AIDS Coordination Bureau (ACB), an important source of information for partners working on HIV which was then absorbed into the network. The network had a paying membership structure from the beginning and received financial support from the Directorate-General for International Cooperation (DGIS) and the United Nations Population Fund (UNFPA), in addition to MoFA.

Share-Net became Share-Net International in September 2013, after KIT and Share-Net were awarded the tender to host the secretariat of an SRHR Knowledge Platform financed by MoFA. Share-Net Netherlands became the network's Dutch hub during this funding cycle, which ran from 2013-2019 and saw three additional country hubs established in Bangladesh, Burundi (both in 2014), and Jordan (2015). The current funding cycle began in 2020 following a renewed contract with MoFA, and runs until 2024. So far, this period has seen the Digital Platform launched and three additional hubs established in Burkina Faso, Colombia, and Ethiopia, all during 2021. This brings the total number of country hubs to seven.

# 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 at global and country-level.<sup>1</sup> However, many people in low- and middle-income countries still face limited access to sexual and reproductive health information and services that are responsive to their needs.<sup>2</sup> Unfortunately, such access is by no means equitable either between or within countries, and many groups face specific challenges exercising their sexual and reproductive rights. Groups that are consistently disadvantaged include people living in poverty, displaced peoples, indigenous communities, women and girls, young people, people living with HIV, LGBTQI+ people, and people living with disabilities.<sup>3</sup> Alongside these persistent inequalities, new challenges for the sector have emerged or grown in urgency in recent years. These include the impacts of climate change and an increasingly well-funded and organised global conservative movement, while the shock of the COVID-19 pandemic continues to take a toll on communities worldwide.

## 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.s

Guaranteeing SRHR is key to achievement of the SDGs, many of which relate to gender equality, access to SRH services, and other SRHR issues. For example, SDGs 3 and 5 include targets on maternal mortality (SDG 3.1), new HIV infections (SDG 3.3.1), access to SRH services (SDG 3.7) and implementation of the ICPD Programme of Action and Beijing Platform for Action (SDG 5.6). Progress towards many of these has been steady but uneven; while maternal mortality saw a 38% decline between 2000 and 2017, it remains relatively high in the poorest countries in Sub-Saharan Africa and Asia,<sup>4</sup> where maternal and new-born health services too often remain inaccessible or of low quality.<sup>5</sup> The COVID-19 pandemic led to the first increase in global maternal mortality within this time period<sup>6</sup> a testament to its ongoing impacts on issues such as child marriage, adolescent pregnancy, and access to contraception and abortion services.<sup>7</sup> Major strides have also been made in HIV prevention, treatment and care over the years. In 2021, 1.5 million people became newly infected;<sup>8</sup> while this unfortunately means there is a long way to go until the UNAIDS 2030 target of 0 new infections is reached, this represents a 32% reduction since 2010 when 2.2 million people were newly infected.<sup>9</sup> While the scale of the issues should not be underestimated, decades of research also mean that many of the solutions are now far better understood. For example, fully meeting the need for modern contraception (SDG 5.6) would result in millions fewer unintended pregnancies, and newborn and maternal deaths, most of them in low and middle-income countries (SDGs 3.1 and 3.2).<sup>10</sup> Improving access to services and information is inextricably linked to the struggle for improved recognition and rights, an area in which huge strides have also been made in recent years. As of 2021, a total of 30 countries worldwide had legalised marriage between same-sex couples,<sup>11</sup> while across Latin America reproductive rights activists are protecting hard-won gains in access to safe abortion.<sup>12</sup>

However, the path to success is not always linear, and much hard-won progress feels more precarious than ever. Globally, we are grappling with the direct and indirect impacts of the COVID-19 pandemic,<sup>7</sup> as well as the vulnerability multiplier effects of escalating climate and ecological breakdown.<sup>13</sup> While huge shifts in access to technology bring new and exciting opportunities for sharing knowledge and connecting across borders, the 'digital divide' also reinforces existing disparities.<sup>14</sup> These factors are exacerbated by a shrinking civic space in many contexts,<sup>15</sup> as well as a global and growing anti-rights movement emboldened by recent developments in the USA where abortion has been effectively outlawed in many states. This movement most directly threatens access to adolescent SRHR information and services, safe abortion, and services for LGBTQI+ people and other key populations.

In short, sexual and reproductive health and rights are not yet guaranteed for all, and the sector faces many challenges both new and familiar. Millions of lives can be saved, and tens of millions of unintended pregnancies prevented if global SRHR needs are fully met (SDGs 3, 4, and 5).<sup>10</sup> Investments in SRHR go beyond direct SRHR and health related benefits, but entail 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 (SDGs 1, 2, and 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.<sup>16</sup> SNI has proven effective in developing innovative and inclusive ways to share and translate knowledge, such as through Activation Grants and the SNI Rapid Improvement Model (SHIRIM). SHIRIM played a critical role in supporting new country hubs with learning from other country hubs in 2021, as have the Co-Creation Conferences (CCCs), Communities of Practice (CoPs), and global webinars that have brought the country hubs together.<sup>17</sup> 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,<sup>18</sup> and SNI contributes to achieving this (SDG #17). SNI is uniquely positioned in that it is complementary to the SRHR landscape, globally, regionally, and within countries. It plays a critical convening and knowledge brokering function for international partners, including aligning frameworks for action on the SDGs.

There are many good SRHR network organisations in the world, but none is comparable to what SNI does as the Knowledge Platform on SRHR, specifically working towards translating knowledge into policy and practice through facilitating equitable dialogue and partnership between actors from a huge range of settings. Many have a more limited geographical spread, a broader thematic focus, or are strictly related to products and services they offer. Often networks focus on research, advocacy or programmatic alliances. There is not one network that brings all the larger SRHR networks from all over the world together<sup>a</sup>, with the explicit aim of convening such a wide variety of stakeholders in all their diversity and expertise. In addition, at a time when the global youth population is still growing and faces a range of distinct challenges,<sup>19</sup> SNI's commitment to the vital role of meaningful youth participation (MYP) as a cross-cutting strategy for the realisation of SRHR for all is highly valued. Members value Share-Net as a neutral facilitator and knowledge broker that supports wider SRHR communities in an impartial manner, and offers important services and products that are complementary to others and, crucially, co-defined by members.<sup>17</sup> There is a high demand for the unique services Share-Net International offers.

Share-Net International has a unique position. It brings together SRHR researchers, policymakers, 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 platforms' knowledge management and match-making process. SNI aims to actively engage traditionally marginalised and excluded voices, and our members do not shy away from discussing both sensitive and neglected topics in the safe spaces we offer.

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As indicated in the actor and network analysis in the business plan drafted for SNI in 2017



# CORE ELEMENTS OF OUR PLATFORM

Share-Net International brings actors around the table that jointly have the capacity to bring about change in SRHR policies and practice. SNI is a membership organisation, and all members formally subscribe to the core values of the SNI knowledge platform through signing a membership charter. Members can join as individuals or as organisations, either through Share-Net International or through one of the seven country hubs.<sup>b</sup> Membership fees differ by type of membership, and there is an intention to better align these fees with organisational financial capacity rather than national origin or sub-network in the future.

While there is a need to ensure that hubs are responsive to the needs and nature of their contexts, each hub as a community also subscribes to the core values of Share-Net International. During 2021 the SNI Digital Platform was launched, which enabled a better understanding of Share-Net's members and their needs through the use of online tools and analytics.

## OUR CORE VALUES APPLY TO THE WAY WE WORK AS A KNOWLEDGE PLATFORM ON SRHR. THEY ARE:

1. **A rights-based approach:** We believe in the power of people as rights-holders and encourage them to claim their rights. We also commit to developing the capacity of duty-bearers to meet their obligations in the attainment of these rights.
2. **Transparency:** We commit to acting in such a way that others can easily see our actions and identify our motivations. We believe that this is an important basis for trust and accountability.
3. **Diversity:** We appreciate and respect differences between people and cultures, and believe that these differences make us stronger as a network. We commit to fostering an environment where people of different identities and backgrounds are treated with equal dignity.
4. **Collaboration:** We believe participatory collaboration and communication are core to our work. We commit to actively supporting respectful collaboration based on equitable partnerships, and to challenging power dynamics which hinder this.
5. **Integrity:** We are guided by our values. We are honest, respectful, fair and trustworthy in everything we do. We consistently strive to do the right thing.
6. **Safety:** We commit to the do-no-harm principle as a minimum standard in all that we do, and to actively understanding and mitigating any potential risks of our activities on individuals, societies, and the environment.
7. **Courage:** We demonstrate boldness in what we stand for and do. We challenge the status quo and remain steadfast in our beliefs and mission regardless of controversial or challenging circumstances.

In recent years, SNI has taken steps towards better inclusion of young people, as well as incorporation of diversity and inclusivity as key values that cut across all the network's activities. By increasing the number of staff and hubs, we now see the importance of continuing to work on the collective understanding of our values and work from a rights-based and intersectional feminist perspective. In the coming two years, we will therefore continue to have in-depth conversations with all secretariats about our values and how these are operationalised in practice in the different Share-

## Putting Rights First and a Feminist Perspective

By increasing the number of staff and hubs, we now see the importance of continuing to work on the collective understanding of our values and work from a rights-based and intersectional feminist perspective.

b. It should be noted that becoming a member of a country hub automatically means one is also a member of Share-Net International

Net country contexts. As a minimum, all secretariats must be willing to move towards more progressive conceptions of sensitive SRHR topics, including supporting activist and progressive members, and engaging in efforts to shift the ‘movable middle’ among Share-Net members towards more progressive ways of working.

Given the global context in relation to the climate crisis and the way that its effects are felt disproportionately by those least responsible and most vulnerable, SNI would also like to emphasise its commitment to environmental sustainability as one way in which the network and its partners demonstrate their dedication to these core values.

### KEY ACTORS WITHIN SNI INCLUDE:

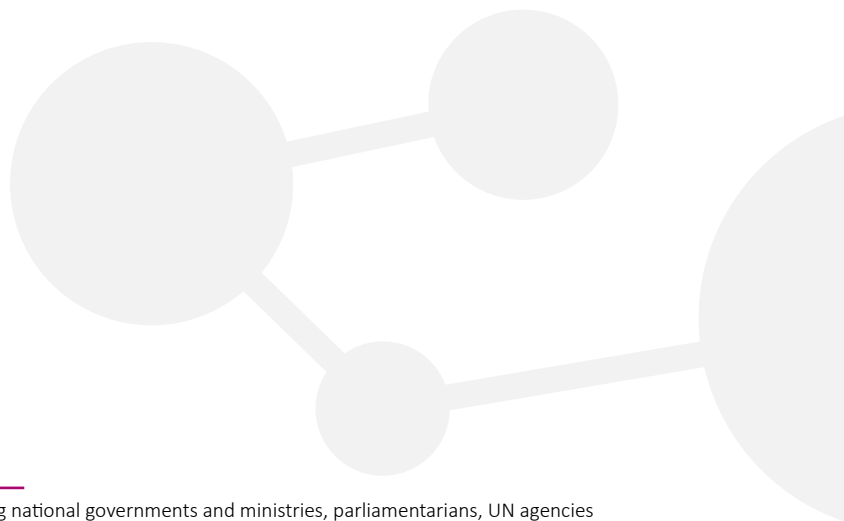
- **Policymakers<sup>c</sup>**, who are essential for placing SRHR on the political agenda. Enabling this requires that they are adequately sensitised and able to address norms, practices, policies and legislation perpetuating SRHR, as well as knowledge gaps.
- **Researchers**, who are essential for generating evidence-based knowledge, provided they are able and willing to address politically and societally relevant knowledge gaps in the field of SRHR.
- **Practitioners<sup>d</sup>** at all levels, who are essential for establishing or adapting SRHR programmes, policies and practices informed by evidence, and sharing lessons learned and knowledge gaps. In particular, SNI enthusiastically welcomes representatives of marginalised communities, such as those from socio-economically deprived, stigmatised (for instance people living with disabilities, the LGBTQI+ community), or rural populations.

There are other groups of actors who often collaborate in the knowledge platform, for example as guest speakers or partners but not necessarily as members of the platform. These include:

- **Journalists** and other media sector representatives who inform the general public on SRHR issues and challenge and mobilise public support.
- **Activists** who promote rights and challenge the status quo, often acting as the first mobilisers of social change.
- **Artists** who enable new and engaging ways of representing and communicating about SRHR, including reaching specific groups of stakeholders such as (young) social media users or groups that lack formal literacy skills.
- **Private sector representatives** who support the network’s activities and are able to purchase the platform’s services.

## Moving to more progressive conceptions of sensitive SRHR topics

In the coming two years, we will continue to have in-depth conversations with all secretariats about our values and how these are operationalised in practice in the different Share-Net country contexts. As a minimum, all secretariats must be willing to move towards more progressive conceptions of sensitive SRHR topics, including supporting activist and progressive members, and engaging in efforts to shift the ‘movable middle’ among Share-Net members towards more progressive ways of working.



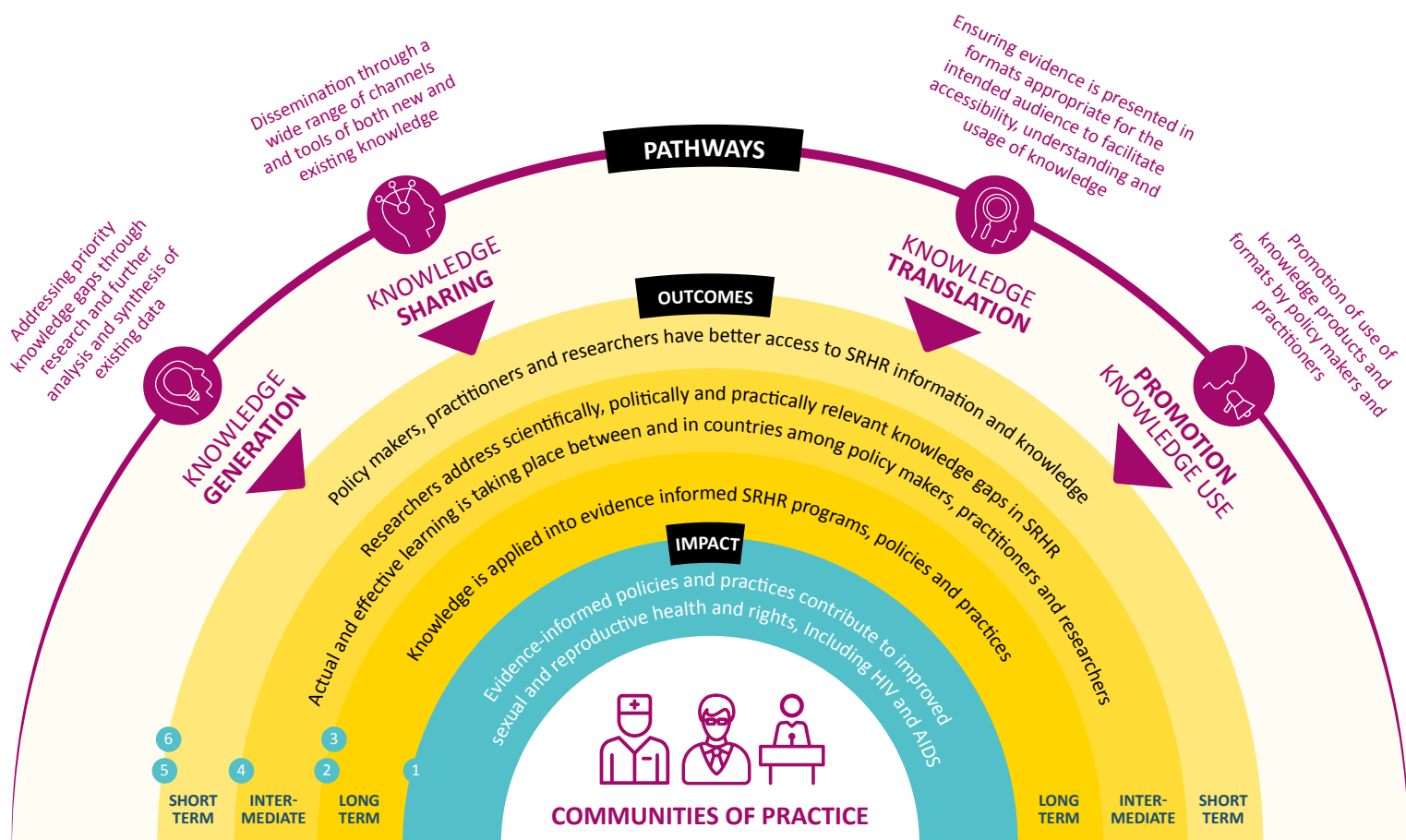
c Including national governments and ministries, parliamentarians, UN agencies

d In our definition ‘practitioners’ includes all people involved in the implementation of SRHR programmes and projects at all levels. These may include NGOs, iNGOs, other civil society groups, private sector actors, health workers, support groups etc.



# THEORY OF CHANGE





## 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



## NETWORK DEVELOPMENT



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

## ASSUMPTIONS

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

## PRODUCTS & SERVICES

7



### 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
- Working Groups 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



# HOW WE INFLUENCE POLICY AND PRACTICE

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Share-Net International activities and services are organised primarily through country hubs, each of which has members which implement knowledge management activities, in addition to those organised centrally by the secretariat. Share-Net members generate, share, and translate knowledge through conferences (such as the co-creation conference), small grants-funded projects, activation grants, Communities of Practice, the digital platform, and participation in the SNI Rapid Improvement Model (SHIRIM).

Share-Net International's Theory of Change (ToC) which can be seen on the previous page was developed during 2018/19 to show how the knowledge platform aims to achieve impact and outcomes across the 4 pathways of Knowledge Management (see annex 1 for definitions) at that time. It will shortly be updated in close consultation with members to reflect how the network has changed since this period, to provide at a glance an overview of how we expect our activities, pathways, and outcomes to lead to impact. This updated ToC will also include a revised set of assumptions that provide insight into the underlying logic of the network's envisaged outcomes and impact.

## THE FOLLOWING PATHWAYS CONTRIBUTE TO THE DIFFERENT OUTCOMES:

**Knowledge generation:** addressing priority knowledge gaps through research, 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 available to 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, policymakers, 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 policymakers 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)

A photograph of a social gathering. In the foreground, a woman with dark hair, wearing a light blue denim jacket, is seen from the side, looking towards the right. To her right, a woman with short, dark, curly hair is smiling broadly at the camera. She is wearing a bright yellow, textured knit sweater and a white lanyard with a badge. In the background, another person is partially visible, wearing a leopard print top. The scene is set indoors, possibly at a conference or event, with a dark table in the lower right corner holding some items. A large, solid magenta circle is overlaid on the image, containing the text "OUR SERVICES" in white, bold, sans-serif capital letters.

# OUR SERVICES

## SNI OFFERS ITS MEMBERS A WIDE VARIETY OF VALUED SERVICES:

- Access to the Activation Grants for applied research, documentation of practices, and knowledge products for improving policy and practice in SRHR. The grant-making process is participatory, involving members and hubs in decisions about where to allocate available funds. SNI offers grants for three types of knowledge products, namely for those that contribute either to knowledge collaboration; knowledge translation; or knowledge generation. 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 and there is great demand and appreciation among members for the opportunities this offers.
- The Share-Net International Rapid Improvement Model (SHIRIM) uses the Collaborative Approach<sup>16</sup> 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 knowledge translation interventions that work under specific circumstances. The first SHIRIM of SNI was on the theme of child marriage and teenage pregnancies, while the second was on the theme of SRHR information education. The Knowledge Platform expects different partners to be interested in tackling SRHR-specific topics in such a structured way and will promote this activity in its fundraising strategy.
- Share-Net International organises an international Co-Creation Conference every two years as part of its increasing focus on the translation of knowledge and the use of knowledge translation products within the knowledge-management cycle. The first was held in 2019 and has become a bi-annual event due to its success. The CCC is a working conference co-organised by SNI and one of the country hubs. During the conference, concrete knowledge products are co-created in order to influence SRHR policy and practice at country and international level.
- Share-Net International coordinates international Communities of Practice (iCoPs), in recognition of the fact that there is much knowledge being generated on similar topics across different country hubs, as well as topics with international SRHR salience such as COVID-19. International CoPs create opportunities for cross-learning and collaboration between Share-Net members from these different contexts, and are open to both Share-Net country hub members, and Share-Net International members.
- Share-Net International manages the Digital Platform, a global knowledge-sharing and match-making space for representatives of knowledge partners, NGOs and the private sector and policymakers. 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.
- Assistance in the establishment or digitalisation of new country knowledge hubs, as well as regional platforms or communities. SNI has experience in this, and can provide these services to funders and/ or members with a special interest to support setting up a SNI knowledge hub or regional platform in a country or region where they work.

Share-Net provides a huge range of SRHR information through its websites, newsletters, and social media accounts.

Share-Net coordinates many tailor-made (on-demand) activities for members that respond to emerging SRHR issues and members' needs, including organising the launch of reports, webinars, development of research and knowledge products, literature reviews or preparatory meetings for international conferences and meetings. SN members also coordinate events such as roundtable meetings, thematic meetings or other workshops organised by the different CoPs on topics identified by members in different hubs.

A woman with long, dark braids is speaking at a conference. She is wearing a white floral-patterned shirt and a large hoop earring. A man with a beard is visible in the background, and another person wearing a blue surgical mask is partially visible on the right. A large pink circle is overlaid on the bottom right of the image, containing the text "OUR STRATEGIES".

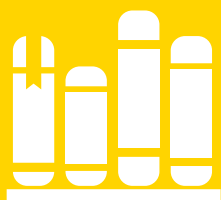
# OUR STRATEGIES

## OUR MARKET ANGLE

We want to ensure our hubs and their Communities of Practice are able to do their work efficiently and effectively long into the future. The Mid-Term Review (MTR) which was conducted between November 2021 and May 2022 by an external consultant (Halcyon), covered the first half of the current four-year programme period supported by MoFA, namely 2020 – 2021. The MTR covered the SNI programme globally, including the Secretariat, as well as the seven Share-Net (SN) country hubs: Bangladesh; Burkina Faso; Burundi; Colombia; Ethiopia; Jordan, and the Netherlands. Research questions were formulated against key criteria: relevance, effectiveness, efficiency, coherence and sustainability. A mixed-methods approach was used, incorporating secondary analysis of SN documents and data, including inputs from SNI Secretariat staff, country hub staff and members, and selected board members. Primary data was collected through four main methods: an online survey that was shared with all members; interviews with key respondents in all country hubs and at the Secretariat level; reflection and sense-making workshops in each country hub and globally, and; a final global learning workshop. The below strategies are based on the results of the MTR and consequent validation workshops of the final report in each hub.

The MTR demonstrated that SNI, its products and services and the SRHR topics that are covered are highly relevant to many audiences and members, including governments, the MoFA, researchers and practitioners. Websites, conferences, newsletters and communities of practice (CoPs) are especially valued by members. SNI effectively fills gaps in SRHR knowledge and helps bring researchers, policy makers and practitioners together.

We position Share-Net International as the Knowledge Platform on SRHR that brings together SRHR policy-makers, researchers, and practitioners around the world for knowledge generation, translation, management, and matchmaking. 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 showcases member research**

We link researchers to our members to match needs for research in SRHR. We make it possible for young and underrepresented groups of researchers in particular to disseminate their findings and celebrate their achievements through special events and publications. We also encourage research on themes that traditionally receive less attention, and those that respond to emerging needs. Our grants provide funding for applied research, documentation of practises, and offer the opportunity to enhance the work of SNI members and facilitate the development of knowledge products that can otherwise be difficult to get funded.



### **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.

# OUR 5 STRATEGIES FOR THE PERIOD 2023 – 2027:

## 1. STRENGTHEN FINANCIAL SUSTAINABILITY

Strengthening financial sustainability is a key strategy for SNI the coming 5 years. A pragmatic, yet ambitious sustainability plan will be developed in a participatory manner with the hubs and other stakeholders. This will guide how SNI approaches the next three to five years in an intentionally sustainable manner. The plan will need to consider several options for increasing and diversifying funding sources and allow for accountable actions to be tracked against it each quarter.

Opportunities to increase and diversify funding include:

1. Diversifying funding from other 'like-minded' donors, such as Scandinavian development agencies.
2. Tapping into funding opportunities in the global South, especially hubs or regional opportunities. SN hubs could tap into bilateral funding in-country from MoFA and other donors. Opportunities also exist for regional platforms, such as through Sida's regional SRHR office in Zambia which has an Africa-wide perspective.
3. Focussing intensely on securing additional funds from the MoFA from 2024 onwards
4. Testing, piloting and introducing new ways of generating income and revenue from products and services: SN will explore means of tapping into additional revenue sources from its services and products, including membership fees, paying to attend workshops and conferences, fees for networking and job opportunities.

## 2. ADVANCE STRATEGIC PARTNERSHIPS

SNI will proactively seek strategic alliances and partnerships at both international as well as country hub level to further strengthen its activities and impact. Strategic partnerships will: 1) support SNI's ambitions to diversify its funding, especially through new institutional donors; 2) increase SNI's collaborations and coherence on important SRHR issues; 3) increase global visibility and 4) amplify positive changes in policy and practice.

The following collaborations will be explored:

### 1. Potential funders

SNI has already started building relationships with several potential funders to determine whether they can support the platform, such as the Swedish International Development Cooperation Agency (Sida), the Bill and Melinda Gates Foundation (BMGF) and AmplifyChange. These partnerships will need to be formalised. Other partnerships to be considered include: Marie Stopes International (MSI), Ipas, EngenderHealth, International Development Research Center (IDRC) and the Guttmacher Institute.

### 2. Academic institutions

Partnerships with the academic sector are important to increase the impact of SNI through more robust and rigorous research.

### 3. Grassroots organisations

Collaborations with organisations unique to the country context (including religious institutions, schools and local NGO's) will be pursued to strengthen SNI's objectives on the ground.

### 4. Other countries in the region

While country hubs are important, a model that focuses on one country only excludes others from within the region and risks missing strategic opportunities. Piloting regional activities will allow exploration of networks and partnerships that come from working across regions.

## 3. ENHANCE KNOWLEDGE SHARING AND TRANSLATION

SNI is effective at generating and sharing important SRHR knowledge to members and stakeholders. The aim for the coming 5 years is to enhance translation of this knowledge into influencing practice and policies, especially at the country level. SNI will achieve this through:

1. Tracking attributable changes to practices and policies: at the national level in which SNI and members work, we will focus on documenting the extent to which SNI's interventions (the Activation Grants, SHIRIM, the Co-Creation Conference, CoPs, the Digital Platform, as well as other information services such as the newsletters) are indeed the main interventions that lead to changes in outcome.
2. Shifting the focus of grants to better support implementation and effective changes in policy and practice.

## 4. IMPROVE INCLUSIVITY

In order to ensure an equitable and inclusive network, SNI will work on diversifying all three below focus areas:

### 1. Membership

Efforts to diversify membership will include intentional attempts to reach more young people, people with disabilities, poorer groups including the informal sector and rural populations, and LGBTQI+ populations. SNI will also diversify its membership beyond more urban, educated researchers to community and grassroots organisations and networks, who play important roles in advocacy.

### 2. Content

Localised approaches to knowledge products and services are key in increasingly regionalised and international platforms. SNI will work on developing content and materials in local languages designed in locally acceptable ways.

### 3. Mode

SNI will work on expanding communications to other channels than largely written and digital communications. Alternative communication channels to be explored include videos, radio, art, films, fairs, competitions and edutainment to reach more young people, or those with lower education levels, those who are illiterate or those with disabilities.

## 5. DEVELOP MEMBERSHIP ENGAGEMENT

Enhancing membership engagement is an important goal for SNI the coming 5 years. This will be attained through the following strategies:

### 1. Investment in face-to-face meetings

While the digital platform has been effective in expanding the number of members, too great a focus on this has inadvertently created a 'digital divide' between those that have access to and can use technology, and those that cannot. The digital platform is limited in how effectively it can bring together meaningful discussions, relationships and partnerships. After almost two and half years of COVID-19 restrictions, investing in face-to-face engagements again is an important means to strengthen membership. Face-to-face meetings will also support a more personalized and participatory approach and is expected to facilitate inclusivity, ensuring that those groups that are not well reached through print and online products and services only are also reached.

### 2. Revision of the website

While the online platform is critical and has helped SNI to expand its membership and to operate effectively during the challenging COVID-19 time, the website is only accessible to people with access to technology, internet, and a reasonably good command of English. In Ethiopia and Bangladesh, where English is the main language used on the websites, translation of the content to local languages will enhance members' engagement with the content. Furthermore, the website should cater to those people living with disabilities.

### 3. Effective knowledge management

Currently there is a lot of dependency on a small SNI Secretariat to facilitate any cross-country learnings between country hubs. CoPs between the country hubs will be explored and clear plans for regular sharing of knowledge between hubs developed, such as the sharing of monthly calendars of events. This will enable members to know in advance what events are coming up within and between country hubs. Knowledge sharing between countries could also be considered when revising the ToC.

### 4. Engagement through grants

Most members join SN for access to SRHR information but find the grants to be the most important product that is available to them after they join. Providing strategic insights on grants will allow SNI to engage members in even more meaningful ways. Future rounds of grants will be supported by more extensive capacity building and support.

A photograph of three women seated at a dark table in what appears to be a meeting or conference setting. The woman on the left, a Black woman with braided hair, is speaking into a silver microphone. The woman in the center, a white woman with blonde hair, is listening intently with her hands clasped. The woman on the right, a white woman with curly hair and glasses, is also listening. On the table, there is a white coffee cup, a glass, and some papers. A large magenta circle is overlaid on the bottom right of the image, containing the text 'RESULTS AND IMPACT' in white, bold, sans-serif capital letters.

# **RESULTS AND IMPACT**

## REPORTING AND MONITORING

Currently SNI reports to the Ministry of Foreign Affairs on activities, results and expenditures according to the IATI Standard. Publication is done through KIT. KIT is registered as an organisation in AidStream, has a published account in the IATI registry, and created Share-Net Activity Files for Share-Net International and each country node. The reporting in IATI is accompanied, annually, by a short reflective narrative on identified challenges, risks, changes, successes and lessons learned. While the SN monitoring and evaluation (M&E) plan does have outcome level indicators and targets, a wider system that tracks activities against outcomes has not been in place. Development of such a system is key. Demonstrating changes in policy and practice is critical to new strategic funding opportunities and important in evaluating the impact of our work.

Means to enhance monitoring and evaluation include:

1. Dedicating grants to tracking the implementation and effective changes in policy and practice;
2. Actively planning policy advocacy campaigns based on a calendar of key policies that are due for renewal; and
3. Dedicating time for SNI staff to formally support monitoring and evaluation.



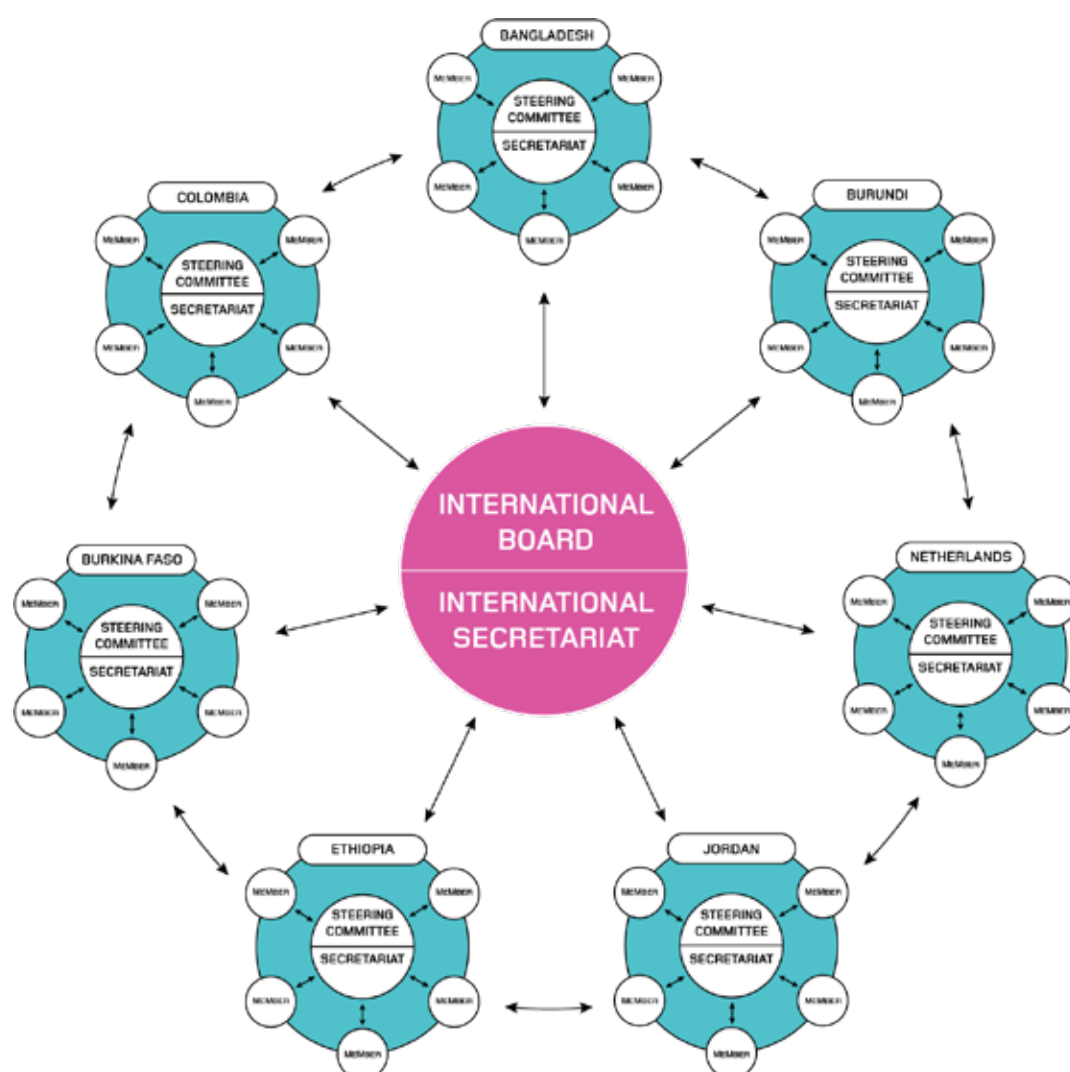


# OUR GOVERNANCE

SNI is governed by an international board in which the country hubs are represented by one member each. Further membership reflects the stakeholders of the Knowledge Platform: academics, NGOs, the private sector and policy-makers. The Board has a primary role in oversight, direction, strategic decisions and monitoring outcomes. Currently, each hub has its own steering committee responsible for the management, coordination and local fund raising of/for that particular hub, interacting directly with the SNI secretariat. The composition reflects the members of the CoPs, and officials are 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 is responsible for the coordination of all activities of the Knowledge Platform including fundraising for SNI. They provide support to the International Board.

The visual below shows the institutional framework of the Knowledge Platform.



The MTR clearly concluded that the above governance structure at SNI and the country hubs is fit for purpose. However, experience over the past 5 years has demonstrated that in practice the steering committee has no decision-making power and could better be changed to an advisory board.

Furthermore, in line with the movement to invest in more equitable partnerships, we commit ourselves to continue informally exploring possible alternative organisational models, such as social franchising, independent registration, more independent hubs etc.

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# ANNEX 1

## DEFINITIONS AND VOCABULARY USED IN THIS STRATEGY

### ABBREVIATIONS

<b>CoP</b>	Community of Practice
<b>HIV/AIDS</b>	Human Immunodeficiency Viruses / Acquired Immunodeficiency Syndrome
<b>ICDP</b>	International Conference on Population and Development
<b>LGBTQI+</b>	Lesbian, gay, bisexual, transgender, queer, and intersex people, and those of other gender and sexual minority identities
<b>MoFA</b>	Ministry of Foreign Affairs
<b>MTR</b>	Mid-term review
<b>NGO</b>	Non-governmental organisation
<b>SHIRIM</b>	Share-Net International Rapid Improvement Model
<b>CCC</b>	Co-creation conference
<b>SN</b>	Share-Net
<b>SNI</b>	Share-Net International
<b>SRHR</b>	Sexual and reproductive health and rights
<b>ToC</b>	Theory of change
<b>UN</b>	United Nations

### DEFINITIONS OF KEY TERMS & CONCEPTS

#### INTEGRATED DEFINITION OF SEXUAL REPRODUCTIVE HEALTH AND RIGHTS (GUTTMACHER-LANCET COMMISSION 2018)<sup>3</sup>

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;
- 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

These 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

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

## SEXUAL RIGHTS

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 RIGHTS

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 multi-sectoral 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 to 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

## 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.

## COMMUNITIES OF PRACTICE

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.

## KNOWLEDGE MANAGEMENT

The process of capturing, distributing, and effectively using knowledge. 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.

## PRACTITIONERS

All people involved in the implementation of SRHR programmes and projects at all levels in the system. These may include those employed by or involved with NGOs, iNGOs, other civil society groups, private sector actors, health workers, the media, support groups etc.

## **MEDIA**

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 part of a country's economic system that is run by individuals and companies, rather than the government. Most private sector organisations are run with the intention of making profit.

