Endline evaluation of Share-Net International Rapid Improvement Model (SHIRIM) III - Share-Net International (SNI)

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1. BACKGROUND

Share-Net International (SNI) stands as the premier knowledge platform dedicated to Sexual and Reproductive Health and Rights (SRHR). As a dynamic membership network, SNI comprises non-governmental organizations (NGOs), researchers, policymakers, implementers, advocates, students, media, and companies engaged in the SRHR field. Operating globally, SNI fosters SRHR discussions across seven Share-Net hubs: Bangladesh, Burkina Faso, Burundi, Colombia, Ethiopia, Jordan, and the Netherlands. At its core, SNI aims to fortify connections between research, policy, and practice in SRHR by sharing, generating, translating, and utilizing knowledge.

In response to identified limitations in knowledge exchange between the hubs and knowledge translation in countries, SNI initiated the Share-Net International Rapid Improvement Model (SHIRIM) in 2017. This model sought to enhance the understanding of knowledge translation strategies, build the capacity of participating staff in knowledge management and brokering, and foster collaboration among the hubs.

SHIRIM III, the focus of this evaluation, emerged as a subsequent iteration of the SHIRIM project. This 18-month action learning process spanned from February 2022 to March 2023 and integrated the Collaborative Approach and Systems Thinking. The trajectory centered on the existing country hubs in Bangladesh, Jordan, and Burundi, and the new hubs in Ethiopia, Colombia, and Burkina Faso that were launched in 2022. SHIRIM III aimed to explore strategies for moving newly acquired knowledge around SRHR information and education towards policy influencing and practice improvement.

The primary objectives of SHIRIM III are to:

- Explore different strategies for moving newly acquired knowledge around SRHR Information & Education towards influencing policy and improving practice.

- Improve understanding of which strategies contribute to successful knowledge translation and use in the specific context of each Country Hub.

- Facilitate learning, collaboration, and exchange between Country Hubs.

- Share and apply knowledge about the most effective strategies contributing to successful knowledge translation and use around SRHR Information & Education.

2. OBJECTIVES

Based on the background above, the overarching aim of the SHIRIM III evaluation was to provide comprehensive insights into the program's effectiveness, impact, and sustainability. The primary evaluation questions developed by SNI were designed to shed light on key aspects of SHIRIM III's influence on policy, capacity-building, and knowledge exchange.

The evaluation thereby seeked to address three main areas through the following specific questions:

- Capacity Strengthening: How and to what extent does the SHIRIM III trajectory strengthen capacities of Share-Net hubs and their members on knowledge translation tools and their use?

- Knowledge Exchange: How and to what extent does the SHIRIM III trajectory facilitate the exchange of knowledge and experiences between participants at a national and international level?
- Policy and Practice: How and to what extent have the knowledge products generated in SHIRIM III influenced policy and practice on the selected SRHR themes?

A second focus of the evaluation was put on the verification/falsification of six assumptions that, while being fundamental for SHIRIM III, have not been evaluated yet. These are:

- Exploring and experimenting with knowledge translation approaches/strategies lead to the development of knowledge products that can influence policy and/or practice on selected SRHR themes.
- Facilitated exchange between Share-Net hub secretariats, members, and partners during SHIRIM national learning sessions enhances policy influencing and practice in national contexts.
- International SHIRIM learning sessions provide a safe space to exchange best practices and lessons learned between Share-Net hubs.
- Hub participants of the international learning sessions are capacitated to replicate the learning sessions at a country-level.
- Knowledge translation is institutionalized in the Share-Net hubs by strengthening their capacity and through collaborating and exchanging between and among their members.
- Dissemination strategies used by the hubs facilitate the uptake of knowledge in policy and practice.

By critically examining these assumptions, the evaluation aims to provide a nuanced understanding of the underlying mechanisms and effectiveness of SHIRIM III in achieving its stated objectives. The findings will contribute to evidence-based recommendations for future iterations and improvements in Share-Net International's initiatives.

To address the above-mentioned questions focusing on the six fundamental assumptions, the evaluation applied the six criteria established by the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD DAC): relevance, coherence, effectiveness, efficiency, impact, and sustainability. These criteria served as benchmarks to assess the overall performance and outcomes of SHIRIM III.

THEORY OF CHANGE
SHARE–NET INTERNATIONAL

PATHWAYS

Dissemination through a wide range of channels and tools of both new and existing knowledge

Ensuring evidence is presented in formats appropriate for the intended audience to facilitate accessibility, understanding and usage of knowledge

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

Promotion of use of knowledge products and formats by policy makers and practitioners

KNOWLEDGE SHARING

KNOWLEDGE TRANSLATION

KNOWLEDGE GENERATION

PROMOTION KNOWLEDGE USE

OUTCOMES

Policy makers, practitioners and researchers have better access to SRHR information and knowledge

Researchers address scientifically, politically and practically relevant knowledge gaps in SRHR

Actual and effective learning is taking place between and in countries among policy makers, practitioners and researchers

Knowledge is applied into evidence informed SRHR programs, policies and practices

IMPACT

Evidence-informed policies and practices contribute to improved sexual and reproductive health and rights, Including HIV and AIDS

COMMUNITIES OF PRACTICE

SHORT TERM	INTER-MEDIATE	LONG TERM

LONG TERM	INTER-MEDIATE	SHORT TERM

LONG TERM National, sustainable and empowered communities of practice on SRHR are established and operational

SHORT TERM A network of SRHR Communities of Practice is operational, enabling members and strategic partners to connect, discuss and share, translate and co-create SRHR knowledge

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

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
- 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
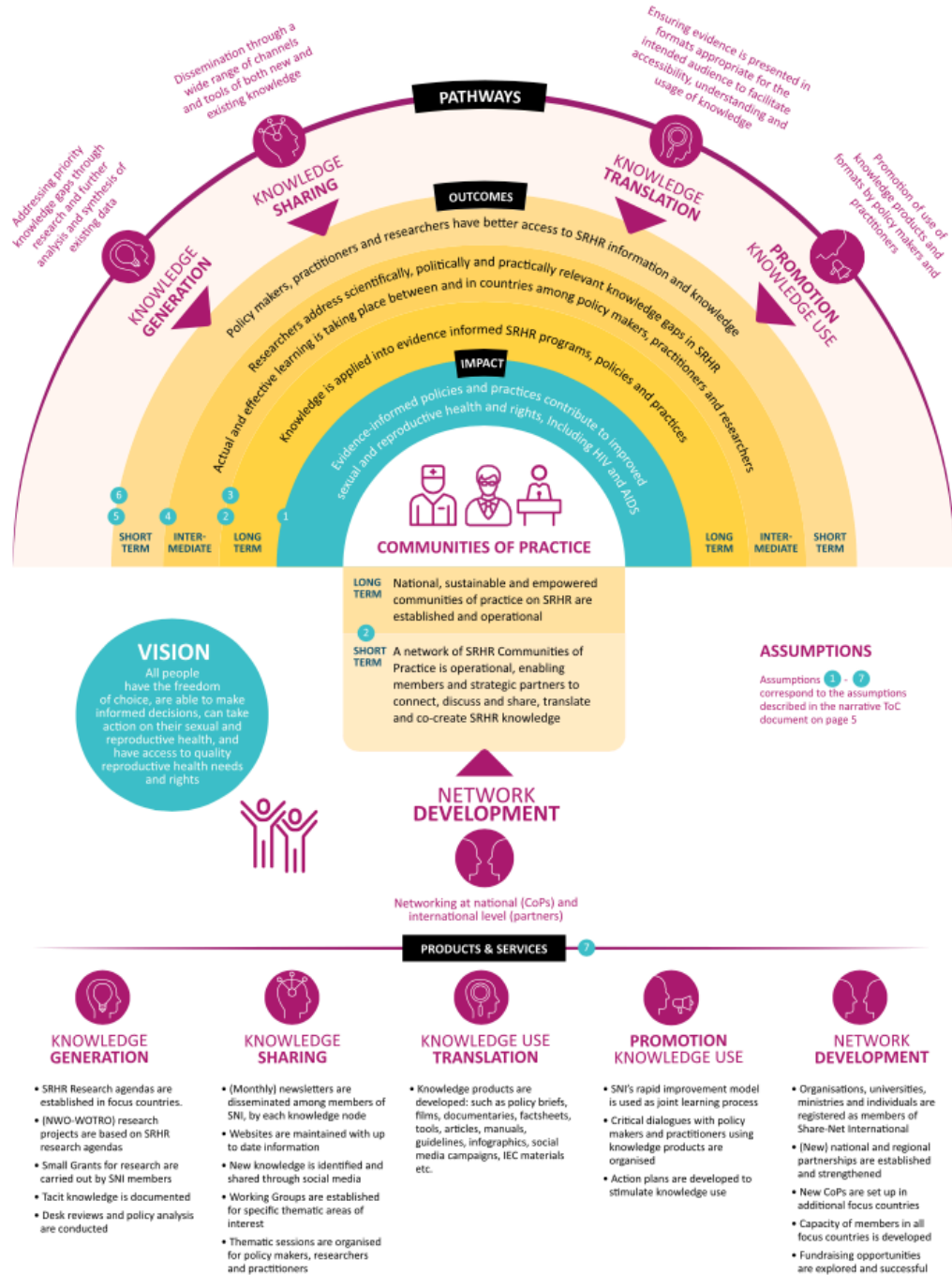- Fundraising opportunities are explored and successful

Figure 1: Theory of Change (ToC) SNI (source to be added)

3. STRUCTURE OF THE REPORT

This evaluation report is structured into three fundamental sections, each serving a distinct purpose.

- The initial segment, **Methodology**, provides an in-depth exploration of the approach employed in the evaluation process. It outlines the systematic procedures, tools, and frameworks used to gather and analyze data, ensuring a robust and comprehensive assessment.
- The subsequent section, **Key Findings**, encapsulates the core discoveries and insights derived from the evaluation. This section highlights the significant outcomes, trends, and patterns uncovered during the assessment, offering a concise overview of the evaluative outcomes.
- The final section, **Discussion/Conclusion and Recommendations**, delves into the interpretation of the key findings, drawing connections between the results and the initial objectives. It synthesizes the broader implications, discusses the relevance of the findings, and culminates in actionable recommendations for future endeavors.

4. METHODOLOGY

4.1 Feminist Evaluation Approach as Ethical Guiding Principles

In evaluating SHIRIM III, RAISE used feminist approach for evaluation. Rather than a solely technical approach, feminist evaluation acted as ethical guiding principles with 6 core values: evaluation as a political instead of neutral activity; acknowledgement of knowledge as culturally, socially, and temporally meaningful; knowledge as a powerful resource with explicit or implicit purpose; awareness that research methods, institutions, and practices are social constructs; acknowledgement that gender inequities are one manifestation of social injustice intersecting with other injustices in unique ways; and action and advocacy as morally and ethically appropriate responses of an engaged feminist evaluator.

With the feminist evaluation principles at heart, in this evaluation RAISE adhered to a comprehensive and principled approach rooted in key guiding principles that informed the entire evaluation process. RAISE's methodology ensured that results and recommendations were evidence-informed while being sensitive to different contexts and especially to power dynamics. Recognizing the importance of tailoring strategies to unique settings, the approach integrated scientific evidence with stakeholders' perspectives in the sensemaking process.

RAISE also nurtured an approach to communication that fostered safer spaces, trust, and transparency. Understanding the sensitivity of SRHR issues, RAISE prioritized privacy and security, implementing a robust risk mitigation plan and utilizing secure data storage mechanisms. The commitment extended to ensuring the safety and privacy of impacted individuals, as well as securing the data collected during the evaluation.

4.2 Study Design

In the realm of SRHR, a qualitative approach aligns with the complex and context-specific nature of the subject matter. SRHR issues are deeply intertwined with cultural, social, and political factors,

and a qualitative lens allows for a deep and meaningful exploration of these intricacies. Furthermore, the evaluation's focus on knowledge translation, learning, and collaboration necessitated an approach that could capture the diverse and subjective experiences of stakeholders, providing insights that may be missed by quantitative metrics alone.

The qualitative study design was a deliberate choice to ensure that the evaluation not only measured outcomes, but also the underlying mechanisms, processes, challenges, and successes within the SHIRIM III trajectory. It aligns with the feminist evaluation methodology applied by RAISE, acknowledging the importance of diverse perspectives, participatory approaches, and a nuanced understanding of power dynamics.

The cornerstone of the qualitative study design was the utilization of semi-structured interviews and focus group discussions. The semi-structured interviews allowed for a flexible yet focused interaction with key stakeholders, providing an avenue for participants to share their experiences, perceptions, and reflections on the SHIRIM III trajectory. The semi-structured format ensured a balance between predetermined questions derived from the evaluation's objectives and the organic emergence of additional insights during the interviews. This flexibility facilitated a more profound exploration of individual experiences, allowing participants to express themselves in their own terms.

Complementing the individual interviews, focus group discussions (FGDs) were also integrated into the study design. FGDs provided a platform for collective reflections, enabling participants to engage in dialogue, share diverse viewpoints, and collectively construct meaning around their shared experiences with SHIRIM III. The group dynamics inherent in FGDs facilitated the identification of common themes, disagreements, and shared perspectives, enriching the qualitative data with a collective layer of understanding.

While the primary thrust of the study design was qualitative, a desk review was incorporated to augment the qualitative insights with a broader contextual understanding. The desk review involved a comprehensive examination of project documentation, reports, and relevant literature associated with SHIRIM III. This combination of qualitative interviews and a desk review aimed to triangulate findings, enhancing the validity and reliability of the evaluation.

The analysis methodology embraced a dualistic approach, integrating both top-down and bottom-up strategies to ensure a thorough exploration of the data. The top-down dimension involved predefined categories derived from the guiding questions outlined in the evaluation, the overarching assumptions, and the OECD-DAC criteria. These predetermined categories provided a structured framework for organizing and categorizing the data, facilitating systematic exploration aligned with the research objectives.

Concurrently, the analysis process adopted a bottom-up perspective, acknowledging the dynamic nature of the data and the evolving nuances captured during the study. As the qualitative data unfolded, new categories and codes organically emerged. This bottom-up aspect of the analysis was instrumental in accommodating unanticipated themes, unique insights, and participant perspectives that might not have been fully captured within the confines of the pre-established coding framework.

Throughout the analysis, RAISE prioritized collaborative discussion within the team to refine and finalize codes. The team's diverse perspectives, coupled with discussions on coding decisions, enhanced the robustness and reliability of the analysis. Individuals with varying viewpoints, including the interviewers for each of the hubs, actively participated in the coding process, contributing to a comprehensive interpretation of the data.

Lastly, RAISE conducted an online sensemaking session with representatives of all hubs at the end of the evaluation process. The purpose of the session was to ensure that interpretation of findings was accurate and relevant for the hubs and their contexts/experiences. A 2-page summary of the report was shared with all hubs in English, Spanish, Arabic, and French. Hubs' staff and members were given the chance to share their feedback based on the summary, both written and in person during a period of one week before the sensemaking session and during the session. The feedback was then incorporated into this final report alongside the feedback from SNI as the client.

4.3 Technological Tools

RAISE employed Dedoose™ as the qualitative analysis tool for the SHIRIM III evaluation. Zoom™ was the main tool used to conduct online interviews and focus group discussions. In the case of Jordan, focus group discussions were conducted in person and were recorded using mobile phones. In the case of Burundi and Burkina Faso, WhatsApp™ communication was also used. Sonix™ automated transcription was used to assist the transcription process for Colombia. Zoom™ automated transcription and Otter.ai™ were used to assist with other hub transcriptions. All transcriptions were then manually checked with the audio files by RAISE personnel.

4.4 Sampling

By adopting a purposive sampling method where researchers deliberately choose specific individuals or groups from a larger population based on certain characteristics or criteria, RAISE ensured that participants represent the diverse landscape of Share-Net hubs and related stakeholders. RAISE worked in close collaboration with the SNI team and each of the hubs in determining the most appropriate choice of stakeholder groups. This resulted in 3 different groups as participants: SNI staff, SN hubs' staff, and SN hubs' members.

RAISE approached SNI staff individually based on recommendations from SNI. In this report, we use the general term of "SNI staff", "SNI", or "SNI team" to refer to participants coming from the SNI side during SHIRIM III's implementation (as opposed to those from the hubs' side) and do not provide further specifying identifiers to avoid personal identification (there were only 2 participants from SNI). For individuals representing SN hubs' staff and members, RAISE was connected to the representatives of each hub by SNI. RAISE then asked each of the hubs to recommend 4 individuals for each group as representatives. In some cases, the hub representative assisted in contacting the recommended individuals. In other cases, RAISE established communication channels directly with them. This was decided depending on what each of the hubs judged as the most appropriate in their context.

RAISE chose to connect and engage with the SN hubs directly as an independent consultant as we considered the possibility of unbalanced power dynamics that might arise if the communication was

mainly done through SNI, as global health is unavoidably "a field of power relations[1]. We were aware, however, that these power dynamics were also applicable to us as a Global North/Non-Majority World-based global health consultancy company and took efforts to mitigate it during our interactions with the hubs.

During the proposal and inception phase, RAISE planned to have two methods of follow up for participants' engagement: alternative communication methods and, in the case of failure to extract enough information from the interview participants, conducting an online survey with them as a back-up data collection method. During implementation, we used diverse communication lines but did not end up needing to conduct surveys as data from qualitative interviews were already rich.

4.5 Data Collection Tools

RAISE undertook the design of interview guides tailored for the various stakeholders, and the focus group discussions and individual interviews. The foundation of the questionnaires rested on the leading questions derived from the evaluation's core objectives. These questions served as a roadmap, guiding the exploration of key themes and areas of interest related to SHIRIM III. In addition to the leading questions, RAISE used the above-mentioned assumptions that needed validation or refutation. These assumptions provided a basis for targeted inquiries and helped shape the structure of the questionnaires. To uphold a rigorous evaluation standard, the questionnaires were structured along the OECD-DAC criteria relevance, coherence, effectiveness, efficiency, impact, and sustainability.

The initial drafts of the interview guides were shared with SNI staff members, inviting feedback and perspectives from individuals intimately familiar with the program's intricacies. SNI staff members actively reviewed the questionnaires, providing comments, suggestions, and insights based on their on-the-ground experience with SHIRIM III. The feedback received from SNI staff members served as a foundation for adjustments. RAISE revised and refined the interview guides where necessary. To bridge language barriers, these English-language guides were translated to Arabic for participants from Jordan, to French for participants from Burundi and Burkina Faso, and to Spanish for participants in Colombia. Interviews and FGDs for those hubs were also conducted in Arabic, French, and Spanish. As part of this report, the English questionnaires used for FGDs and interviews are provided in the annex. Before each interview and FGD, participants were also shared their respective interview guides alongside a participant information sheet in their respective language.

4.6 Privacy, Confidentiality, and Data Security

In the participant information sheet, evaluation participants were informed about their rights regarding consenting (or not) to participate in the evaluation, to turn their video on (or not) in case of online sessions, to be recorded (or not), and to retract their participation and consent at any given time. RAISE utilized a secure data storage system that can only be accessed by team members, who have all signed a non-disclosure agreement as part of their work. Data from interviews and FGDs stored in this storage and all their copies, including all audiovisual and written elements, will be

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[1] Shiffman, J. (2015) 'Global health as a field of power relations: A response to recent commentaries', *International Journal of Health Policy and Management*, 4(7), pp. 497–499. doi:10.15171/ijhpm.2015.104.

deleted 6 months after the completion of the assignment. No personal identifiers or information are included in this report.

4.7 Challenges

Several challenges were encountered throughout the SHIRIM III evaluation, primarily related to stakeholder engagement and the logistics of conducting FGDs.

4.7.1 Contacting Stakeholders and Scheduling Focus Group Discussions

One prominent challenge revolved around reaching out to stakeholders identified in the sampling list. Despite diligent efforts, securing the participation of targeted individuals posed difficulties for a variety of reasons, and ultimately impacted the timely initiation of interviews and FGDs in some instances. For example, coordinating schedules for FGDs presented logistical hurdles as aligning convenient dates and times proved intricate due to commitments, time constraints, and time zones among participants. In the case of Ethiopia, engaging the hubs' staff in an FGD was easier than the members; as not all invited members responded despite repeated communication efforts and aligning time availability was challenging. In the case of Colombia, similar challenges arose in addition to time zone differences of 6 hours. In Burundi, invited hub members were not very responsive in communication and turned out not to have in-depth understanding specific to SHIRIM III. In Burkina Faso, hub's staff was initially challenging to reach out to but managed to be engaged at a later phase of the evaluation.. Engagement with SN Bangladesh was smooth with the only challenge being aligning all participants' time availability. Jordan was the most straightforward and smooth experience in terms of engaging evaluation participants from both staff and members.

To mitigate these difficulties, RAISE worked closely with key hub contacts to encourage participation and leveraged different communication channels to initiate and maintain contact with stakeholders, including email, WhatsApp™ and phone calls. Recognizing the importance of flexibility and persistence, RAISE brainstormed additional strategies to bolster participation with key hub contacts, and wrote several follow-up emails to stakeholders to emphasize the value of their contributions to the evaluation. Furthermore, RAISE encouraged stakeholders who were not able to participate in the FGDs due to the constraints listed above additional means of participation, including the option to provide written or audio feedback via email, text, or WhatsApp™. In the case of Colombia and Bangladesh, hubs' staff were highly involved in facilitating repeated communications and encouragement of their hubs' members' participation.

4.7.2 Internet Connectivity Issues

Another noteworthy challenge pertained to internet connectivity during virtual discussions. In certain instances, the quality of internet connections was suboptimal, leading to disruptions in the flow of conversations. This challenge was particularly evident in the case of Burundi, where internet instability prompted a shift to alternative communication methods. To overcome this obstacle, a discussion was conducted on WhatsApp™, allowing the participant to provide responses through audio messages, ensuring the continuity of the evaluation process despite connectivity challenges.

4.7.3 Engaging End Users of Knowledge Products

During the inception phase of the evaluation project, RAISE has proposed to engage relevant stakeholders beyond the SN hubs - which was end users of the knowledge products such as policy makers and practitioners - when and if feasible to enrich evaluation findings. Since kickstarting the communication with the hubs, we have expressed repeated requests to be connected with the end users relevant to their knowledge products. However, it turned out that this was not always feasible in all country's contexts. In Ethiopia, we did not manage to receive any positive response for engagement with end users. In Burundi and Burkina Faso, despite the generally already challenging remote communication lines, connecting with policy makers was not politically feasible or secure enough. In Bangladesh, the quick timeline of the evaluation left little room to initiate the contact process. We did manage to secure conversations with and gain insights from end users from Jordan (a policy maker) and Colombia (a practitioner).

5. KEY FINDINGS

5.1 Respondents/Participants

Table 1: Participant breakdown by hub

	Hub	Bangladesh	Colombia	Ethiopia	SNI	Burundi	Burkina Faso	Jordan
Number of FGD (or KII) participants	Secretariat	5	5	3	2	2	2	4
	Member	7	1	2	n/a	1	5	5

5.2 Research Limitations

This evaluation has some limitations in providing the most accurate and representative results as follow:

5.2.1 Limited Number and Type of Participants Reached

The challenges in engaging all participants as initially planned could have influenced the diversity or scope of perspectives managed to be covered in this evaluation, especially considering that SHIRIM III had an extensive scope of stakeholders. Various SNI hubs' members coming from different organizations, for example, could have had different experiences that could not be captured in this evaluation. Furthermore, due to the limited feasibility of engaging end users of knowledge products from all countries, we could only loop in limited insights from the experience of those who were ultimately targeted by SHIRIM III through the knowledge products.

5.2.2 Evaluators' Bias

Although some of our team members have the lived experiences as people of the Global South/Majority World and holders of several marginalized identities - something that we shared

with most of the participants (and in the case of SN Jordan's focus group discussions, as a person from the SWANA region), we still possess certain perspectives, privileges, and contextual differences that can influence the evaluation process, results, and recommendations. To mitigate this limitation, RAISE collaborated with SNI to host a sensemaking session together with the hubs to ensure that our understanding of the insights provided was accurate, relevant, and reflective of participant experience. We also wanted to ensure this evaluation was beneficial to participants and that the process was collaborative rather than extractive, and this sensemaking session gave us additional space to reflect on the overall direction and purpose of the evaluation with stakeholders while also aligning on expectations and next steps for dissemination.

5.2.3 Project Duration and the Complex Pathway to Change

We feel it is important to keep in mind that the pathway to change is complex and takes considerable time, especially in an issue with many structural challenges such as in SRHR. Change also does not typically happen in a linear fashion, therefore identifying contribution rather than attribution of the project towards any changes is more realistic. Therefore, although the evaluation considered impact, identifying proof of impact as the ultimate change desired was not easy due to the short duration of time between the project and the evaluation. Furthermore, we felt that a focus on impact alone would miss important achievements along the way that are instrumental in improving SRHR in each country's context.

5.2.4 Timeline for Analysis

RAISE specifically identifies a limitation with the level of coding and data analysis that can be conducted within the scope and provided timeline of the SHIRIM III evaluation as opposed to, for example, a full qualitative research study. During the data analysis and report writing phases of the evaluation, we iteratively noted that having more time to do a second pass of coding with our multiple coders could have improved data quality and helped deepen our analysis. This was also a lesson learned for us in terms of balancing between time feasibility, depth of analysis, and results expectation.

5.3 Findings

5.3.1 General Perception of SHIRIM III

In all hubs, evaluation participants[2] consistently conveyed a positive attitude towards and appreciation for SHIRIM III. Thinking back to earlier iterations of the project, one participant from Bangladesh noted that it was "*a learning process*[3] that helped make SHIRIM III "*the most successful SHIRIM*" thus far, and affirmed that they would "*love to do it again*". Participants from multiple hubs also appreciated SHIRIM III's unique approach that encouraged diverse stakeholders to work together towards a common goal, emphasizing collaboration and knowledge exchange rather than

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[2] In this report, we will refer to evaluation participants, which were people who we interviewed for the evaluation, as "participants".
[3] In this report, we marked all direct quotes from participants using Italic font and ""

information dissemination alone. A participant from Colombia highlighted how SHIRIM III was different from other initiatives in the field of SRHR, stating:

> *"This is the initiative that most closely brings people to actually work together, rather than just putting them in a space to give them information for individual purposes."*

A participant from Bangladesh commended SHIRIM III for facilitating participants to *"explore new things"* with an openness and receptivity. One of the most valuable aspects of this trajectory, according to the participant, was the encouragement provided by SHIRIM III to foster a *"new way of looking at things"*. In Jordan, participants appreciated how *"SHIRIM helped us to discover new strategies"*, while also complementing the methodology they were already using by *"strengthening it, developing it more, and deepening it"*.

The participants also expressed a sense of passion and commitment to Share-Net and the SHIRIM III initiative. Described as a *"legacy"* by one participant from Bangladesh, SHIRIM III benefitted from the dedication and ownership exhibited by the stakeholders involved. When asked about the mental, emotional, or psychological energy spent on SHIRIM III, a participant from Colombia hub's members stated:

> *Colombia Member: "Oh, I think it was absolutely worth the goal. I have no doubt about it ... if I hadn't seen the benefit, ...I would have just said, you know what, I'm just going to move ahead with my life and forget about SHIRIM. But I think there is really an impact and there is a very good product of high quality."*

A participant from Bangladesh felt similarly about SHIRIM III and Share-Net in general:

> *"We are very passionate about what we do, so we give 100%. Share-Net is different from all the other projects...it's our baby kind of, and it is a legacy also, for the last 10 years. It's very important for us, so all of us who are there, we can 100% say, we always work more than needed...I mean, there could have been more resources, but we ended up achieving everything because we love Share-Net. And we love to work for Share-Net."*

According to participants, SHIRIM III captured the interest of the community of organizations working in the field of SRHR, while remaining contextually relevant to each participating hub. It also fostered engagement beyond this community through what one participant from Bangladesh hub's staff called the *"people-centric approach"*. Moreover, SHIRIM III's emphasis on participatory and collaborative approaches created a shared process involving diverse stakeholders to develop tools, strategies, and knowledge that are actually relevant. A participant from Bangladesh also appreciated this fresh people-centric and collaborative approach, noting that their team was fielding requests from external stakeholders to host similar cycles on additional topics, stating:

> *"They are not even asking for funds or money to solve a problem. [Instead they are asking for] an idea [or for us to] show them the path, that kind of thing. [SHIRIM III helps] bring people together so that they can help each other in a more effective way."*

Participants expressed a desire to continue discussions and initiatives related to the identified issues, reflecting the positive impact on awareness and community involvement.

5.3.2 Findings on Utilized OECD Criteria

5.3.2.1 Effectiveness - Knowledge Exchange and Brokering Strategies

5.3.2.1.1 Capacity Strengthening

Participants expressed appreciation for the capacity strengthening that SHIRIM III facilitated within the hubs, acknowledging its transformative impact on their work and innovation processes. This positive reception extended beyond traditional training activities to include opportunities for meaningful engagement with diverse individuals, fostering multiple discussions for the exchange of ideas, knowledge, and experiences. participants, particularly those representing SNI hubs' staff, emphasized the significance of this aspect. Importantly, the capacity strengthening was not confined to individual levels but also encompassed organizational capacity enhancement.

Participants from Burkina Faso, for example, have noted that the capacity strengthening activities organized within their hub empowered them to advocate more successfully, leading to a better inclusion of key stakeholders like government ministries and members of parliament in discussions related to sexual and reproductive health policies. Participants from Ethiopia, Colombia and Jordan noted that the activities helped them gain valuable skills on various tools and strategies on problem analysis and collaborative community work on knowledge sharing, in addition to developing relevant knowledge products tailored to their audience. In the word of one of the participants from SN Ethiopia hub's staff:

> *"SHIRIM IIII was an eye opener, because we were showcasing our knowledge products, and we were learning from one another. And I think all these contributed a lot for me personally. It was really a personal experience. And it gave me kind of also confidence to facilitate such kind of events or conference, whatever you call it, and to have this kind of tools would allow also people also to open up and to discuss issues just freely and also to come to I don't know, to grab the problems and also come up with nice ideas to solve problems. And we use them also here in our sessions, and they were really nice. And I would say, I have learned a lot from this."*

Another interesting finding in this regard was the way SHIRIM III acted as a 'meeting hub' for different likeminded stakeholders, helped them to mitigate the uneasiness related to sensitive SRHR issues in a challenging environment, and to start speaking up, for example in the case of Bangladesh:

> *"The SRHR issue in Bangladesh is a sensitive, neglected issue. ...And it was not easy to talk to each other. So what's happened is that based on these workshops, seminars, and online training by Share-Net, our team members, including especially our community level workers, are empowered about this issue, and now it is easier to work at the community level. People there felt shy to talk about this issue. Now they feel confident"*

For Colombia, SHIRIM III has supported them as an organization in "directly" working on the LGBTQIA+ issue - a significantly challenging one in their context - for example in strengthening the skills needed to loop in other organizations working on similar issues. Overall feelings among the hub staff about whether or not the Colombia hub met the goal of capacity strengthening was that, for the most part, they felt this goal was met, but that there was still room for progress. One

participant highlighted logistical barriers of coordinating with external organizations particularly within training, but they felt the capacity strengthening goal was met.

> *Colombia hub staff*: *"...So that is one of the shortcomings that I see, particularly in the SHIRIM training line, because in terms of capacity building, etc., I think that at least in our hub the objective was met."*

Several participants underscored SHIRIM III's unique capability to encourage them to break away from their usual perspective and comfort zone, prompting a fresh and different outlook. This led them to consider other important aspects of collaboration, knowledge sharing, and translation. For example, a participant from Colombia highlighted an appreciation of intersectionality as a key takeaway from SHIRIM III:

> *"I think one of the key takeaways that I would mention is to never forget intersectionality. One of the most important things was being able to come together in a space, where I could see this sexual diversity experience as it's lived by people with different identities ...or other realities completely different to mine...Because sometimes we all do this work from our very own position and we forget that it's just one position. And so when we talk to other people, we see a lot of different strategies that complement our own strategies. A lot of different opportunities to enact change. A lot of other areas of need that we may not have seen."*

When asked if they thought the goal of capacity strengthening was met, participants affirmed that they did:

> *"Yes, because let's say that the whole cycle [SHIRIM III] is done in a few sessions and on this particular occasion, it was also possible to meet face-to-face with the other countries. I think that gave us many more insights of what they were doing, to understand where they came from, why they did it that way, to know the knowledge products better, because usually in the virtual meetings you hear what they are doing and there are some standard presentations in which we make reports, but beyond that you do not get to see the physical product or to be able to ask more questions. So, it seems to me that in that sense the objectives were met." (Colombia)*

> *"SHIRIM III has been developing the capacity of the team that I am working with, and also my personal capacity, and also definitely facilitating learning and collaboration. So I think SHIRIM was able to achieve these goals. Yes, definitely. Though there is always room for more." (Bangladesh)*

Participants from Burkina Faso furthermore mentioned that the goals of capacity strengthening were partly overachieved because they were also able to strengthen capacities in fields not directly related to SRHR. The two examples that were shared include the skill to facilitate meetings and knowledge sessions, which, before SHIRIM III, were outsourced to professional facilitators. Staff members of the secretariat now feel comfortable about facilitating meetings and knowledge sessions themselves. The second example was that SHIRIM III supported the Burkina Faso secretariat - a relatively new one - in developing the hub, not just at the level of the secretariat, but also at the level of the hub members.

In the focus group discussions, participants identified at least four distinct domains of knowledge exchange. This section is structured around these domains, encompassing the knowledge exchange that transpired both within individual hubs and between them.

5.3.2.1.2.1 Content-related Knowledge

Firstly, the hubs and organizations in their membership network actively shared technical expertise, encompassing knowledge related to various production aspects for building their knowledge products. This exchange facilitated a collaborative learning environment, enabling participants to enhance their technical capabilities - but also led to the emergence of synergies. An example was for documentary filming and podcast recording in Burkina Faso. A participant from Burkina Faso highlighted this positive outcome, stating, "*We have identified experts in documentary filming. If we plan to undertake such a project, we can reach out to them for collaboration.*"

However, knowledge being exchanged was not limited to technical expertise. An example from Jordan highlighted this. Participants from Jordan noted that SHIRIM III enabled them to conduct knowledge translation beyond the 'business as usual' way. For example, they managed to involve more diverse knowledge owners in the process of creating knowledge and translating it - in their case, a large number of young people with their own lived experiences. The collaborative and participatory approach involving different groups of people with shared interests enabled them to more easily identify already existing knowledge and build on it, increasing efficiency. This was noted as different from the usual way which involved a few experts working in silos to create knowledge (e.g. paper and policy brief). Bangladesh also discussed a departure from this 'siloed' way of working.

In Colombia participants highlighted as a success the process of knowledge exchange within the hub as being participatory and active rather than simply exchange content-related knowledge from experts. One hub staff participant said "*...I think this is the initiative that more closely brings people to actually working together, rather than just putting them in a space to give them information for individual purposes.*" At the community level they report that they did not relay content-related knowledge that they felt was important to know, but rather they strived to assess what is needed and important to various Colombian communities and then they co-constructed a solution.

It is also interesting to note that SHIRIM III has enabled the hubs to establish links between different spheres of knowledge through its collaborative approach. In Bangladesh, members working traditionally on SRHR have been connected to experts and practitioners working in climate change, establishing a knowledge production, sharing, and exchange "courtship" between the two disciplines that previously was rare to non-existent in the country. One participant noted that this collaboration was instrumental to gaining attention at the decision-making level:

> "*Whenever we are going to policymakers, or people of power who make the decisions, they don't have time. So we have to give them concrete evidence. While we were preparing all these things, feedback from SHIRIM members in our country hub was very helpful. And it got their [policymakers] attention. So [the question is] how can we push, all of us, as organizations and individual activists, those things forward. Now we know these things work.*"

A particular notable success was also how the climate change nexus in Bangladesh, represented by a prominent organization, has learned and replicated the model in their own work and has started incorporating SRHR elements into it:

> "So there's this very renowned organization in Bangladesh that we work together with when it comes to climate change. Initially, we were pursuing this topic of climate change and SRHR because there was a professor there who was also interested in the subject. They lead a lot of the innovations and movements on climate change in this region, but they were not that much into the intersectionality between climate change and SRHR. Then together with the Share-Net team and this professor there, we were able to align our journey...he actually helped us in a couple of the sessions, and was able to facilitate a lot of the processes of generating new ideas and tools and materials and actually made some knowledge products as well. I think it was a successful model of being able to use what we produce from the SHIRIM model, because a lot of the findings, the materials, the knowledge products that were developed through Share-Net on climate change and SRHR are now being used by ICCCAD to actually further their progress in the field of climate change and SRHR. They're doing a lot more work on that topic. I think they've also been able to set up a separate forum or something on climate change in SRHR, and bring together a lot of these people. I attended a couple of them, and they keep mentioning how all these things came from Share-Net and that they learned this from Share-Net and this model, and they're able to use it for further policy, advocacy, or policy implementation or action and kind of generate new ideas, receive funds ,and create new projects on climate change and SRHR. So I think that's also a success for Share-Net, because being a Knowledge Platform, facilitating knowledge sharing, they're utilizing it to the full potential, and it's kind of them to also say that it comes from Share-Net." (Bangladesh)

Participants from Ethiopia hub's staff also shared similar success stories, as quoted below:

> "I think the collaboration that we managed to accomplish with other organizations also really successfully for sure. Fortunately, Ethiopia, I would say, you know, [name of a colleague] was mentioning about [name of an organization]. It's like a research institute. We invited [them] to present in our [national] SHIRIM session. And that was where the collaboration started in. They are the research institutes, doing research on different topics. And now our collaboration is really on a higher level and it's really success for us. They're really producing different materials, different policy briefs, and they were sharing, they're sharing it with us and the collaboration with [name of an international organization] was a collaboration with [name of a UN entity]. And also, there were also some organizations who are really interested also on our showpiece, maybe, I don't know, maybe as a sustainability strategy for the future or so. I think all these are really success stories."

Knowledge exchange in the form of experience also happened between hubs. For example, participants from Jordan noted that they gained inspiration from other hubs during the international sessions on how to address the issue of SRHR being a sensitive matter in their context. They have also shared their experiences during previous SHIRIM cycle working on the issue of early and child marriage with Ethiopia, who addressed it for SHIRIM III. Participants from Ethiopia also noted that they appreciated the opportunity to learn from other hubs during the international sessions as it helped to strengthen their capacity on problem analysis and collaborative problem solving -

something that they managed to replicate in their national sessions. A participant from Ethiopia explains:

> "*After each session, there was an opportunity to exchange questions and feedback from the other hubs, and these questions were very important because each party shared its experience, gave suggestions, and might ask questions that would open our eyes to different places that we had not taken into consideration. The issue of sexual and reproductive health in Jordan is that it is a sensitive topic, but the sensitivity and challenges exist in other countries too, and the ways to deal with them were some of the things we learned from them." (Ethiopia)*

Participants found the opportunities to engage with other hubs valuable, acknowledging the open and collaborative atmosphere cultivated by Share-Net, particularly during in-person interaction, improved the learning process. Subsequently, they endeavored to replicate this conducive atmosphere within their own hubs:

> "*Connecting with my fellow country hubs became a festive situation with competition, but sweet and loving. And the learning environment was not at all serious. We played games, and there were candles, and we tangled ourselves with threads. So it was a very playful environment that they have created. So I really thank the facilitators, I think they beautifully made the learning platform so nicely that it did not feel like learning, it felt like playing. And we tried to do the same with our national participants... I think those kinds of things really helped, and it was not like a regular workshop, it felt more like a family and a journey." (Bangladesh)*

However, some participants noted the absence of a dedicated buddy/pairing system in SHIRIM III - an approach that they found as quite helpful during the previous cycle of SHIRIM (one Ethiopian hub's staff specifically referred to the buddy system during SHIRIM II). As clarified through insights from one of the SNI participants, in SHIRIM III the hubs were "*stimulated*" to be in contact with each other during the action periods. Interestingly, another participant from SNI was also of the opinion that this system within SHIRIM III was not particularly a success, with only one or two pairs actually checking on each other - indicating a worth-to-note gap on what actually works for whom.

5.3.2.1.2.2 Advocacy Work

Secondly, a significant focus was placed on knowledge sharing related to advocacy work. Organizations that were relatively new to advocacy initiatives particularly benefited from this exchange, gaining insights and strategies to effectively engage in advocacy efforts. This exchange proved instrumental in empowering organizations to navigate and contribute to advocacy work more proficiently. The knowledge exchange also facilitated the creation of effective coalitions by providing participants with strategies for collaboration, like in the case of Burkina Faso.

Another example of success related to advocacy was from SN Ethiopia in how they were able to loop in the media in their national process within SHIRIM III. This media has contributed significantly to the dissemination of their knowledge products. The relationship SN Ethiopia has built with the media was also noted as an important resource for the sustainability of their work and the reach of their advocacy efforts. As quoted from a participant from Ethiopian hub's staff:

> "*I can raise the collaboration with our media. I, you know, they, they're able to produce, you know, as many media products as possible on child marriage. And they were aired in national*

media's national televisions and newspapers, we have some products on newspapers as well. So for me the success story for here, the collaboration here is, you know, if we paid for the air, the air time for, you know, for transmitting that, that program in particular, we, we cannot have, we cannot have the resource, the money because our air time is quite expensive. But, well, because I'm in media houses, journalists, a member of our communities, the media. The media community center was part of the SHIRIM subdirectory. They easily aired many of the products in the national television segment and radios as well. So I can say that is one of the big successes."

An interesting dynamic we observed was around the exchange of perspectives on the moral standing of advocacy. Participants from different hubs found themselves interacting with people who do have the same goals - therefore not an opponent of how they describe themselves in terms of ethical standing - but come from a different context in which they identify themselves differently. For example, some participants mentioned the eye opening experience of engaging with colleagues who do not necessarily identify as "feminists" but also working for the fulfillment of SRHR. While we do not see this as an ethical clash per se, these insights indicate an important exchange opportunity in terms of expanding the participants' perspectives on the contextualized spectrum of how SRHR advocates from different places around the globe position themselves within the political context that they inhabit and to "make it a common language between them".

The knowledge exchange in SHIRIM III also facilitated participants in sharing their networks, enabling mutual support in accessing decision-makers. As expressed by a participant from Burkina Faso, *"Knowing the right people can be more advantageous than knowing the country itself"*. Through connections with other associations in the hub, they gained access to decision-makers who were previously beyond their reach.

5.3.2.1.2.3 Tools

Thirdly, the knowledge exchange extended to tangible tools, including manuals, guides, and books produced by various associations. Participants spoke in depth about these tools and how they applied them in different contexts, with some of the most notable tools outlined below.

Burundian participants who participated in national sessions mentioned two tools. The first tool, namely the "Kuziko Game" was used to break taboos through intergenerational dialogue on sexuality, bringing together stakeholders at community level in Kayanza. It seems that the game is now being used by some of these stakeholders. In Muyinga Province, an alliance of imams organized a community competition game called "Questions for Champions" which focused on SRHR and allowed more than a hundred young people to come together, playing a competitive game while learning about their SRHR.

Participants from Bangladesh provided detailed insights into various tools, highlighting their active implementation in diverse activities. Some tools leaned more towards the theoretical side, such as the social-ecological model, which proved beneficial for proposal development and project design. Other noteworthy tools included the spiderweb diagram for visualizing data, a mind mapping tool, and a website cataloging numerous tools by topic. Additionally, participants mentioned a personality test that enhanced co-worker relationships by fostering better understanding among team

members. Participants praised the accessibility and adaptability of these tools, as well as their ability to be contextualized and implemented successfully through an iterative "journey".

> "I'm not from a scientific background...so a lot of things were quite new to me...so when I got involved with SHIRIM, I was really amazed that these [tools] are not like some high thought [exercise], like scientific terms or theories, they're very easy. So...as a content writer, I was thinking that we need to translate those tools, the ideas of those tools and the modality, so that they could be implemented as we talk about the intersection of climate change and SRHR. These tools could be used for other topics or issues. So I think that if we can translate them and reach more people who are not that good in English, they can understand...they could absorb this knowledge, and they could implement their ideas and thoughts." (Bangladesh)

> "And we learned some tools like how to translate strategies into practice. And then we took that tool, but we just not only applied this tool in our country, we contextualized them. We kind of like reshuffled them according to our needs. We understood what we needed to do, and together with our SHIRIM members and in-country participants, we kind of built on that. So then we applied that tool in the country after contextualizing it. And I think that's how the result was great, because after each learning session, we discussed with our members and participants if there was anything we needed to add or change? So I think it is different from any other activities in a way that it was a complete journey. The strategies involve making it a journey rather than just in one off activities." (Bangladesh)

However, they did acknowledge that some of these tools, while conceptually accessible, were not translated into the local language. Furthermore, as elaborated in the previous section, not all tools introduced during SHIRIM III sessions were accessible to the participants beyond the sessions they attended and many of the tools needed further work on contextualization. While the tools and materials may have been physically accessible, they might not be accessible to the end users due to a lack of contextualization. For example, one participant from Bangladesh noted that many of these tools were aimed at the managerial level, which may leave important stakeholders at the community level out of the conversation.

> "But it should be mentioned that it's mostly for the people who are working at a medium to semi advanced programmatic level, we did have issues with a lot of the participants from the grassroot level, when we were discussing more of these theoretical approaches or tools... It's also a challenge to find the right mix [of tools] when you bring too many people together without the same level of background or experience, I would say so we have to kind of pick and choose the audience appropriate for the COPs or the working groups."

Furthermore, it is important to note that the accessibility and longevity of these tools may also require ongoing support, re-orientation, language adjustments, and further training on how hubs themselves can continue to adapt and use those tools.

5.3.2.1.2.4 Challenges for Knowledge Exchange

Initially, a notable challenge in SHIRIM III was the presence of divergent personal and organizational interests and agendas among hub member associations. At the outset, there was a perceived difficulty in aligning these entities toward a common goal, hindering the potential for coalition or

synergy building. This was expressed in the case of Burkina Faso as an example. During the initial stages, participants from Burkina Faso's hub's staff observed that some member organizations viewed each other as competitors, leading to a reluctance in sharing knowledge. It is important to highlight that this challenge was most pronounced in the early phases of the program when member organizations had limited familiarity with each other. However, as the project facilitated organized knowledge exchange activities, associations gradually overcame these initial barriers. Building trust became a pivotal outcome of these activities, enabling associations to deepen their understanding of one another. This evolving familiarity allowed them to recognize and appreciate each other's strengths and areas of expertise. Consequently, associations became more receptive to collaborative learning, fostering an environment conducive to shared knowledge and synergy.

In Colombia, logistical barriers hindered knowledge exchange within the hub and perpetuated participation inequality. They discussed how some people would show up for planned sessions (both physically and virtually) and others would not and identified Bogotá traffic as a culprit. In the word of one participant from SN Colombia hub's members:

> *The other thing is obviously that it can't all be centered in Bogotá, right? Because some of the greatest issues that we have are not here. I mean, Bogotá is like being in New York or being in California, where even though we still have struggles, we are a lot further along. So we also need to reach remote locations, which many times don't even have an internet connection. So how do you keep constant communication with organizations that are located remotely? So yeah, I think time and transportation are probably one of the greatest barriers to having his work efficiently and continually..."*

5.3.2.1.3 Knowledge Translation Strategy Exploration, Identification, and Application

Participants, especially from the hubs' staff, in general appreciated that SHIRIM III offered them the flexibility to choose whatever tools and strategies they judged as workable for them without any obligation to choose any of them. They also appreciated the stepwise approach in SHIRIM III, especially because there was an application phase after the learning phase. Another interesting observation on exploration, identification, application of strategies/tools was the element of creativity. Participants from hubs' staff enjoyed being exposed to tools and strategies through games and plays, and they have shared experiences of contextualizing and replicating them in the national learning sessions.

The push to be creative has also enabled the participants to go out of their comfort zone to find what could work in their context. Some participants from Ethiopia hub's staff noted they learned the importance of tailoring knowledge products according to their target audience in a more creative and engaging way (e.g. through diverse online and offline media) through SHIRIM III. Participants from Jordan hub's staff shared how a tool of "the art of thinking differently" helped them to explore and apply creative ways of formulating survey questions around SRHR issues, including to engage those who might feel unrepresented or intimidated by typical survey questions. An interesting survey question they quoted is, "There are some people who find it difficult to answer, are you one of them?"

Participants from both hubs' staff and members also shared the strategies they employed to recognize the diverse audience they were engaging with. They took the initiative to adapt the content to suit the needs and preferences of various groups, so that the information could be accessible and relevant to different stakeholders including decision makers. For example, in Burundi, participant's member organizations developed engaging and visually appealing materials such as pamphlets, posters, and short educational videos to engage students and a younger audience in general. The content focused on addressing common misconceptions about SRH, using relatable language and relevant examples. Furthermore, these participants explained that they made efforts to present content in local languages and within cultural contexts to enhance understanding and resonance within the community.

Participants also explained that they adapted the formats of their knowledge products to the needs and preferences of various groups. Participants from Burkina Faso explained that they had organized community workshops and discussions to directly engage with their target audience in rural areas to which decision makers were often invited. The same was mentioned by participants from Burundi where different games were played at the community level but to which representatives of the Ministries of Education and Health were invited to join. These initiatives helped in translating complex content into more understandable and relatable narratives for various target groups, all while sensitizing decision makers to selected SRHR issues. Participants also recognized the power of storytelling in conveying messages effectively. They incorporated real-life examples and personal stories to illustrate the impact of their advocacy work. This initiative added a human touch to the content, making it more compelling and relatable.

Participants from hubs' staff however also noted some rooms for improvement in this regard. They have highlighted the need to translate tools and strategies originally developed in English so that they can be learned and used by more people (Colombia, Bangladesh). They have also noted the need to have a dedicated guidebook or a similar list of the tools and strategies for easy reference in the future (Ethiopia). Furthermore, participants from Ethiopia hub's members have highlighted their experience with the frequency of the national learning sessions (which were meant to be a replication of the international ones at country level) - they felt that the sessions were too far apart, challenging continuous engagement of and between hub members.

There was also some expression of concerns identified related to the limitations into which hubs' aspirations and ideas could be incorporated into SHIRIM III itself, especially in a setting highlighting participatory and collaborative approaches. For example a member from Colombia identified an opportunity to mitigate inequitable effectiveness of SHIRIM III through more localized and decolonized language translation of products into Spanish:

> *Colombia member: "...a lot of the research that we find is in English and research promotes language. I think that there's a lot more language, just language in particular in the English language, that sometimes we can't find in Spanish. And so I think a great opportunity for sharing it is to think up a dictionary...a glossary. Bring those terms that exist in the English language and maybe have not been brought to other languages, and sort of bring them to life."*

Interviewer: "That's a very creative and intersectional thought. I see it in a lot of languages like that, when there isn't a word for something, often an English word will be substituted in. And while that can be convenient for some, I think it also can impact the local language."

Colombia member: "That example that you're giving is something that is really important when we go to the remote regions. Right. While in the cities we may be used to, I don't know how you call it... Anglicisms...that generates a sort of rejection. Like 'you're coming from a place where you don't know anything about my reality here,' right? Yeah, you know, I don't know if any programs ever reach 100%. But if we're getting in that direction, I think we're on the right track."

From the interviews with participants from SNI, we have identified some discrepancies in how SNI views the outcomes from SHIRIM III. One participant from SNI expressed a more process-oriented approach in both their investment of efforts into SHIRIM III and how they judged progress and success. They were also more interested in understanding the impact of SHIRIM III on the culture of learning within the network and the impact of the processes on the participants from the hubs. As in their words:

"For me, learning serves as the mission for SHIRIM III, and to create knowledge for us, which then links to policy and practice in SRHR".

The same participant also expressed an observation of how different team members of SNI were not always invested in the process at the same level. While there was a general agreement between participants from SNI that an important activity within SHIRIM III was to foster more collaborative approaches for knowledge translation, we also found a dissonance between what was considered a positive indicator of the success of SHIRIM III. Somewhat contrary to the aforementioned participant from SNI, for another participant, the focus was on outcomes and specifically outcomes on changes in policy and practice in each of the hubs, while cross-collaboration and sharing were seen as added values. This difference illustrated a need to synergize within the SNI team on the extent of investment to be made between investing in process and outcomes, and how success can be redefined and expected in connection with investing in a process-oriented approach. At the same time, process indicators can be used to assess the trajectory of learning, collaboration, and sharing between hubs in future iterations.

5.3.2.2 Impact - Changing Policy and Practice

During the interviews and discussions, we noted that almost all participants stated that it was too early to determine any impacts on policy or practice at the time of the evaluation, considering the complexity of the SRHR issues they were addressing and the duration of the SHIRIM III project itself. This was especially evident in hubs that were newer to their journey with SHIRIM. To attempt to identify any signs of direction towards change in policy and practice, we adapted the question and instead asked for the participants' insight on the direction and journey towards change.

5.3.2.2.1 Direction towards Aspired Change

A participant from the Bangladesh hub's staff (which is an 'older' hub) who has been involved in multiple iterations of the SHIRIM project reflected on their hub's experience moving the needle towards changing policy and practice over time:

"It's a bit difficult to get quantifiable or tangible outcomes from the policy level policy stakeholders but I don't think that's just an us problem, it's an everywhere problem in general... What we did see is over the different runs of the SHIRIMs, it got better and better as I saw the different variations since 2017, passively and then actively. So the involvement, the level of involvement, the level of ownership from the policymakers is gradually increasing, because they are seeing the value of this kind of model, this kind of platform, as a whole in their work. Some see it as actually an access to these different minds and experiences of these people, which they might not as easily get, and get some tangible outcomes from it that they can use in their work. And some others see it as a kind of cheat code to kind of make us do some of their work. But that is what we're trying to do as well. Share-Net wants to translate these difficult and extensive and requires huge resources and knowledge into something digestible for them to actually do something with. So that's something that's actually, gradually improving, but there is some room to make more meaningful involvement or impact in the policy level, because now there are so many different kinds of initiatives and so many different kinds of platforms. And then these people in power, they change every now and then. So then at one point, you kind of start from zero again, no matter how good of a rapport or how good of a friend you are,...So that's a challenge. But the benefit of it is that Share-Net has so many members within its network, someone somehow has a way to kind of bring them in. And that also leads to my point saying that the members are also actively taking a role in participating and also doing what they're supposed to be doing that the people that you see here today, we are just the vessel of this platform, we just kind of keep it alive, it's actually the people who are the members that participate that dictate that's the whole model of SHIRIM. They're the ones who are supposed to steer, hey, I need this, I need that because of whatever reason, and we want to use it for XYZ purposes, we just create the platform. So they're actually getting more active and more vibrant".

Participants across all country hubs acknowledged that SHIRIM III has played a crucial role in enhancing and expanding their advocacy efforts in the realm of SRHR. On the one hand, there are organizations - for example in Burkina Faso, which is a newer hub - that were not previously engaged in advocacy but have now embraced it. This shift is attributed to their exposure to advocacy practices within their hub, coupled with a newfound appreciation for its significance. A key takeaway for these participants has been the pivotal role of content in advocacy work, particularly the inclusion of concrete facts and figures. Organizations have grasped the importance of anchoring advocacy initiatives in factual data to effectively persuade decision-makers.

On the other hand, participants from Burkina Faso representing organizations that already engaged in advocacy work reported significant improvements in their approaches, thanks to the contributions of SHIRIM III. In this regard, the project served as a catalyst for positive changes across at least the following dimensions: Firstly, participants highlighted a strategic refinement in their advocacy approaches. The insights gained from SHIRIM III fostered a more nuanced understanding of effective strategies to effectively communicate and influence decision-makers. Secondly, the project contributed substantially to knowledge enrichment among all participants, including those already engaged in advocacy work. Exposure to diverse perspectives and shared experiences within the hub context equipped them with a broader and more comprehensive understanding of SRHR issues, which was translated into advocacy work.

In Bangladesh, the participants noted important success in their advocacy efforts. They managed to hold a roundtable discussion involving the government, NGO sector, policy influencers, and other stakeholders - in which they secured a formal recognition from the government about the link between climate change and SRHR. They noted this recognition as a very significant achievement as this was the first - also noting that even SHIRIM III initiative on linking climate change in Bangladesh was the first in the country. This recognition is expected to be followed by inclusion of the issue in the government's medium term development plan - something that still needs to be guarded as policy climate or actors may change. They also noted experience with their engagement with policy makers within SHIRIM III sessions - some show genuine interest and acknowledging their own learning experience, some others might have a different political agenda.

Another success identified in Bangladesh was how SHIRIM III contributed to or even initiated the seemingly newly found growing interests (both general and professional) of people around the intersection of climate change and SRHR, and an increased engagement of more and more organizations working in that space in Bangladesh. These include United Nation agencies and country development partners. In the words of one participant from Bangladesh: "...*starting from one time that there was nothing, but now everyone already has taken this initiative forward.*"

In Jordan, the knowledge products included a booklet in Arabic and a video (with English subtitles and sign language support). Both aim to help parents provide documented scientific answers to a wide range of questions asked by their adolescent children about sexual and reproductive health. The booklet underwent a studying process by the Ministry of Education to examine whether and to what extent it can be utilized in schools and classrooms, and a written note was received from the ministry. One hub member noted that they were involved in a framework preparation for the officially approved topics for students, in which they have included a reproductive health axis. These noted developments could be seen as early indicators of positive results from policy influencing work contributed by SHIRIM III. However, it is important to mention that the written note received from the ministry mostly addressed certain topics/phrasings ("homosexuality") and videos used/recommended in the booklet that were deemed inappropriate for the country's context - highlighting a further needed effort to realize change beyond the production of knowledge products.

Other indicators worth mentioning in the case of Jordan is in the case of Derby, a reproductive health knowledge platform for youth. In the words of one participant from Jordan:

> "*After putting the guide on the Darby platform, I asked the IT person about the extent to which people visit the guide, and he told me that about 88% of the platform's users return to the questions and answers in the guide, and the reading time is from one minute to a minute and a half, meaning that they have received the content or at least scrolled through them. This is an example of the use of data. At the same time the following message appears to the platform visitor, 'If your question is not covered, you can send it privately to the platform'.*"

In a setting such as Jordan, the above example should be regarded as an indicator of progress concerning growing interests amongst the targeted population on the usually-taboo topic and, also important to note, the hub's effort to mitigate possible concerns of privacy related to conducting this conversation.

In Colombia, participants have shared critical views on how impact evaluation is not always relevant to the reality of the people on the ground. Participants noted that in the development sector, there is often a push to 'capitalize' on outcomes as fast as possible, while tangible and lasting outcomes in fact never come instantaneously. As a newer hub who was still in the process of finalizing their knowledge product, they shared concerns about whether this evaluation process and its timing was relevant or actually considered their context. It was simply too early to tell if SHIRIM will specifically have an impact on policy. Nevertheless, they also shared that they believe the work within SHIRIM III was important towards the direction of change.

An interesting note was taken that in the context of Colombia, the country already has in place various anti-discrimination policies and that the actual issue is changing culture and translating policy into practice or/and then practice into policy. In the words of the member participants, "*I definitely think that practice will be changed. I am a firm believer that if practice changes, policy will come.*" An end user (an educator from Cajicá) of the product *Parches Diversos* reinforced this perspective saying that the product will facilitate practice change by sensitizing people to the diversity in which they live. In their setting, they felt that the product creates safe spaces for people by showing students and teachers who are actually a part of their community. It can reduce violence and change social values which are necessary for effective change of practice. They noted that policy change is also important and used the example of legalizing abortion, but maintained that what happens in practice is more important in the day to day activities in their setting than what happens in policy.

In Burkina Faso, FGD participants shared the significant challenges of accessing politicians from the National Assembly to discuss SRHR. This difficulty stemmed from the stigma associated with the topic and, more prominently, the current political climate in which SRHR is not prioritized. However, participants noted that engaging with former members of parliament was comparatively easier. These individuals were more accessible and actively participated in activities and discussions. Although they no longer held parliamentary positions, they possessed extensive networks and connections to current decision-makers. They were perceived as strategic opportunities or more achievable targets for advocacy efforts. Another approach adopted in Burkina Faso involved inviting women and girls to share their personal various experiences in the field of SRHR directly with decision-makers. This strategy served a dual purpose – giving a voice to marginalized individuals and humanizing the facts and figures presented by organizations. By providing real-life narratives, it aimed to create a more profound impact on politicians, moving beyond abstract data to the human aspects of SRHR challenges.

5.3.2.2.2 Challenges to Realize Change

Insights from the interviews showed that advocating for SRHR as currently being done by the hubs continues to pose multiple challenges, reflecting the complex landscape in which participants and their organizations operate.

Firstly, in several contexts, stakeholders face the enduring challenge of navigating taboos surrounding SRHR. Participants from Burundi, Burkina Faso, Jordan, Colombia, Ethiopia, and Bangladesh all noted the difficulty of working on their thematic SRHR focuses in their contexts.

Conversations on topics such as reproductive choices, sexual health, and family planning are often met with resistance due to cultural or religious sensitivities.

Secondly, despite regional and international discourses emphasizing the importance of SRHR, the prioritization of these issues remains inconsistent across different countries. Stakeholders grapple with the challenge of advocating for SRHR in environments where competing priorities often take precedence.

Thirdly, organizations engaging in SRHR advocacy frequently face resource constraints. The scale of the challenge, coupled with the need for sustained efforts, demands financial and human resources that may be insufficient.

Fourthly, the slow pace of policy changes poses a challenge for stakeholders aiming to influence SRHR policies. As noted by participants, policy adjustments often occur gradually, and the timeframe of projects may not fully align with the entire policy transformation process.

Fifthly, advocacy in the SRHR domain involves navigating a diverse range of perspectives, including those related to gender, religion, and cultural norms especially in culturally heterogeneous contexts. Ensuring that advocacy messages are inclusive and respectful of diverse viewpoints is perceived as an ongoing challenge.

Sixthly, while stakeholders recognize the importance of facts and figures in advocacy work, accessing accurate and up-to-date data on SRHR indicators can be challenging.

Finally, a participant from the Colombia hub staff mentioned that one of the challenges to realizing change in policy and practice is that the expertise of organizations that are doing the work on the ground is not recognized by public institutions.

> "…the measuring of impact takes time because it is hard for social organizations to be recognized by public institutions, and SRHR work is also tough…and then as a grassroots organization, it has taken many years and interventions for the health secretary to consider them and incorporate their contributions in SRHR topics."

5.3.2.2.3 Enablers for (the Pathway to) Change

From the findings described above, several enablers for (the pathway to) change can be identified. It is also apparent that enablers for one hub can be different from the ones for another. In Bangladesh, it seems like the hub's staff and members' strong dedication to SHIRIM III and Share-Net as an initiative was a strong enabler. The extent of their in-country network, while also being supported by SHIRIM III, also seemed to be strong. This might partly be explained by the fact that they have been existing as a hub for longer than some other hubs and also has got the opportunity to conduct similar activities during the first cycle of SHIRIM. Their unique structure, hosted by a private non-NGO entity, was also beneficial.

Jordan, another of the first SN hubs, seemed to also benefit from earlier and longer experiences with the SHIRIM initiative and the existing network they have built since. Their structure is also unique as they are hosted by a government entity, giving them some more direct access to policy makers. It is interesting to see how the Jordanian team possess the skills to navigate the feasible strategies to

work on SRHR in a religious conservative setting while balancing it with how to closely interact with government officials - something that can be of valuable strategy to inspire others as well.

5.3.2.3 Efficiency and Resources

5.3.2.3.1 Resource Availability and Utilization

Insights from interviews indicated that different hubs had different experiences and nuanced opinions regarding utilization of resources. Participants from Jordan hub's staff shared how they maximized their network resources - people and their technical expertise - and utilized negotiation skills to try to conduct their activities and produce good products albeit financial limitations. Their close relationship with government institutions helped in this regard. However, within SHIRIM III, they appreciated that there was some funds for developing knowledge products. They also found that the process of knowledge development became more efficient due to the collaborative network. In the words of one participant:

> "[..] in the past, if we wanted to translate any knowledge, we had to create knowledge and build a policy summary on it. Later, we found the study ready and made summaries of it. For example, after we created the national plan and policy brief on the marriage of underage girls, we worked on youth-friendly reproductive health services. Meaning building on existing knowledge, which saves time and effort."

In Burundi, participants reflected on the adequacy of financial resources allocated for the initially planned activities. While one participant acknowledged that the results achieved were satisfactory given the available resources, there was a shared sentiment that they aspired to accomplish more. The participants emphasized the untapped potential and the need for further collaboration, signaling their interest in another project phase. Additionally, time emerged as a critical resource concern, with participants expressing that the project's duration was perceived as insufficient. The brevity of the project, coupled with the concurrent existence of other ongoing projects, created a challenge for participants. SHIRIM III was seen more as an initiative than a comprehensive project, often treated as an additional layer to other activities already underway. This perspective affected the depth of engagement, highlighting the need for a more integrated approach.

While participants from Burkina Faso acknowledged the positive impact of SHIRIM III, they indicated certain limitations, particularly in financial resources. The production of content, including studies, documentaries, and video capsules, was deemed resource-intensive. Despite recognizing the importance of content creation, participants emphasized the need for a more balanced allocation of resources, including activities that directly engage beneficiaries - such as communities - beyond the production of content.

In Ethiopia, some participants indicated that due to the currency factor/exchange rate, financial resources provided to them were very much sufficient. However, another perspective from the same hub indicated that this perception of sufficiency might have been due to the current scope of their work which was within the capital. The child marriage issue in Ethiopia was quite prevalent in rural

areas with their complex sociocultural contexts, indicating that there was a need identified to invest more on engaging these communities - similar to the Bangladeshi perspectives. They also highlighted the need to invest more on capacity strengthening for their staff, members, and young volunteers. One participant from the Ethiopia hub's staff also suggested that communication between the finance department and program department could be improved, and added that flexibility in regards to finance (e.g., inability to apply for funds/grants with a personal bank account) was sometimes an issue.

In Bangladesh, participants highlighted how the shared dedication and sense of ownership towards SHIRIM III and Share-Net helped their people contribute maximally to the project despite financial resource limitations in the sector, conflicting political and organizational agendas, and competing priorities, which they compared to "*a kitchen with many ideas*". Their situation was also uniquely beneficial in the case that they are hosted by a private entity who formed a joint venture with the network, diversifying the stream of resources. However, they did express that more resources should be made available to enable more meaningful engagement of those living away from the capital with intersecting vulnerabilizations - those who did not manage to be reached within the current project. They also highlighted how financial restrictions limit some of the ideas brought forth for knowledge products:

> "*Sometimes it limits the possibility of the eventual tool or product or knowledge, product or translation activity that they do or what they make. That's one of the reasons why we usually end up with desk reviews, policy guidebooks, literature review, or some form of traditional knowledge mediums. There are a lot of ideas that came about more from some of these. Some of these came from these grassroots organization participants, in some cases, but a lot more from people who are just getting into their fields, be at Academics or professionally, the younger ones, they come up with some nice, some nicer ideas, innovative ideas...Where it's possible, we subsidize some of their support. But in a lot of cases, they come up with ideas to make different kinds of materials or tools, which we can't really facilitate because of the lack of funds, because realistically, we just cannot spend that much money. But that is something that could be explored if the possibility is there...But let's say there weren't enough people involved within the network who could do it on their own time, or enough finances to accommodate them hiring some other resources or some other people to do that. So that's something to take into consideration.*"

Like many participants, they also cited a lack of time as a factor, noting:

> "*Time is ticking. Time, resources, all those things that we need to be very aware of and be considerate about.*"

The unique set up of Bangladesh hub also had an extra benefit. Since the country hub secretariat was not hosted by an NGO, SHIRIM III and other SNI activities were "*not seen as a threat to member organizations*". In other words, it helps diminish the sense of 'competing for limited resources' common in the nonprofit development sector. In the words of one of the participants::

"If [these activities] were hosted by some other NGO, then they would have their preferences, rivals, choices, and so on. We're trying to shy away from this siloed approach and bring everyone together into this one hub. Through Share-Net being hosted by us, they don't see it as any harm or any threat, but rather as an opportunity to find other like minded people they can work with, they can share knowledge with. So I think that's something that really, really did work."

Throughout the FGDs involving both hub staff and hub members in Bangladesh, it became evident that participants were investing significant effort into SHIRIM III outside of the expected scope of work due to their passion for SRHR and respect for Share-Net. This collective commitment emerged as a pivotal factor contributing to the overall success of the initiative. Nevertheless, participants emphasized that collaborating with the COP was a voluntary endeavor, without financial compensation for their contributions to knowledge product development. Consequently, it is crucial for Share-Net to acknowledge and address the additional effort invested by those engaged in SHRIM III, seeking suitable means to fairly compensate for their extra commitment.

"Yeah, we would love to do it again. And again. I don't mind. But the thing is that my organization is not giving me extra time for doing this, I have to manage my own work and then need to participate. Like today, I have traveled for eight hours. And then I just came home to participate, because there was a network issue … .So it's been very difficult for me, though I'm willing to work for the benefit of my country's people and I think that SHIRIM is also working in the same approach. So yeah, for us, we can join again and again, and we will try our level best to participate and want to establish some changes in the policy and the practice level."

"I mean, there could have been more resources, but we ended up achieving everything because we love Share-Net. And we love to work for Share-Net."

A similar sentiment emerged from FGD amongst Colombia hub's staff. Participants shared that the work they did during SHIRIM III was worth the 'mental energy' they invested in. However, they struggled with time, especially to hold in-person meetings in-country - something that might have been exacerbated by the infrastructure context in Bogotá where they are mainly based. Furthermore, the interviews with Colombia revealed some critical insights on how volunteer work for SHIRIM III and Share-Net in general could have exploitative tendencies (albeit unintended) for community organizations meant to be the beneficiaries. They discussed instrumentalization of the communities they are meant to serve and offered suggestions on how to avoid this in the future:

"…we are committed to working with community organizations. And the reality is that many of them work on a volunteer basis and with very little resources. So, even for us, when we were trying to make an agenda, it was a factor that we had to take into account. [..] I feel that the extent to which the product was built as a collaborative process…and when we began to instrumentalize the organizations that we involved, that for me was quite conflictive. And that's how it felt at certain points that we were using the experiences of LGBTQI+ organizations for us to create a product…Well … I feel that it was not our intention, but this difficulty of involving them could have resulted in that. So I do feel that it is very complicated,

especially when it comes to such specific populations, in this case organizations that work with LGBTQI+ people, to draw that line because it is quite blurry to what extent we are using them, so to speak, which sounds very ugly, but that is what it is... as I sometimes felt, from a first information search and then nobody wanted to, or nobody had the opportunity to get involved in the co-construction. And we turned out to be three people who at the end of the day do not work on these LGBTQI+ issues in a more direct way, making a product for THEM."

"I consider myself a research scientist, so I think of myself that way, right? And I think that being part of this, for me it's very exciting and important. And mentioning this instrumentalization of the communities for me is like setting off an alarm...like well, how are we doing things so that even the team, that is, the Share-Net team does not feel that this is happening and within all the conclusions they bring is ...well... how do we really make the organizations stay in the processes and get them involved? And I have an answer. Well, beyond the will, there are also the incentives that we can provide so that the processes are really constructive, built and participatory. And the truth is that the only thing that comes to my mind are resources. That is to say....not only for these small grants, but also the people that we see that are of special interest, that have knowledge, capacities, and how to make some symbolic recognition of their participation? ...in Colombia most of these community organizations to which we rely on so much... because they are really the ones that do what is missing in the country, which is the cultural and social transformation, because the policy is already there... but who are also in that front line working with the communities, doing activities or talking to young people, to come, to feel supported, accompanied...it's really these organizations."

"[..] we should consider how to involve these people who are volunteers with a symbolic recognition, that is to say, an economic recognition, not that we are going to pay them a salary... but that there is an economic motivation because they stop working or stop doing other things they have to do in order to participate in these spaces....And what's the acknowledgement? Beyond a 'Thank you very much.' I mean, like 'Thank you very much for participating.' But you have to eat. You have to pay rent. So..."

Within SNI participants while there was a general appreciation for the efficiency of the financial aspect, participants also indicated that availability of human resources was a struggle. Staff limitation became an issue from time to time and also led to feelings of isolation amongst staff, especially with the amount of work SNI staff needed to do in their coordinating role.

In conclusion, perception on resource adequacy seems to be mixed between SN hubs and also with SNI. SN hubs generally expressed that for the equitable impacts that they all aim for, more (flexible and contextualized) resources are definitely needed - something that might not have necessarily been foreseen at the beginning of the implementation. It is worth noting that according to SNI, each of the hubs budgeted for their own SHIRIM cycle, and all of them received the funds they requested. While some hubs did not spend their full budget on SHIRIM, others felt that they could dive deeper into their topics with additional support. As such, this suggests that there may be a need for more support from SNI in strategic financial planning and budgeting for a SHIRIM journey. It is also good to mention that several hubs did not spend their full budget on SHIRIM in the end and had money

left. Moreover, there were extra efforts involved in SHIRIM III, including voluntary work, that was seen as in need for proper compensation especially in regards to economy and livelihood.

The issue of external coherence discussed above also raised some concerns about duplication from the hubs - particularly on the knowledge products being produced. One participant from Jordan hub's members argued that such duplication leads to confusion, intellectual disarray, and wasteful use of resources in their context. The participant compared the form of the knowledge product their hub produced to another produced by a different international organization, as quoted below:

> *"There is a colleague who called me to ask my opinion on a guide she is preparing for [name of a UN entity], which is the same thing we are preparing. [..] [Name of an international organization] will now begin a preparatory meeting to raise awareness of sexual and reproductive health, and they want to do something similar to what we did, and this is a useless waste of effort and money. In the end, the result will be misleading, as each side is based on a specific intellectual, ideological, educational, and social standpoint. Meaning, if each of us were to make a booklet, the recipient would be intellectually confused, especially since everyone relies on scientific references."*

However, another perspective from the same hub's staff stated that mitigation efforts have been conducted to ensure that although the overarching focus or topic was the same, these products act as complementing efforts with added values - in this case, by showcasing the lived experience and voice of a targeted population (young people for Jordan).

Looking into the activities, the training provided during SHIRIM III by SNI included elements of design thinking and introducing hub members to innovative knowledge products, supposedly aiming to steer them away from brochures, videos, and similar more commonly seen products in the SRHR space. However, in our observation, this tendency of (some extent of) duplication of products is common in the SRHR space and reflects a general issue of fragmented efforts in the field rather than an issue within SHIRIM III per se. This perhaps calls for more unification and a shared strategy echoed across various stakeholders, emphasizing the importance of coherent, well-coordinated, and context-sensitive approaches - within SHIRIM III and SNI in each hub context, but also beyond in the broader SRHR space between different SRHR players. However, the debate about duplication presented above showed that this issue was not missed by the hubs.

It is interesting to note, however, that views on duplication of SHIRIM III's strategies themselves are slightly different. Participants generally saw SHIRIM III as a unique strategy in terms of knowledge brokering. However, some stated that it did not mean they had not done what SHIRIM III did or utilized the tools offered before. We observed that these views differ based on the context and background participants - some hub members saw SHIRIM III or the tools as very new, some did not necessarily so. Some hubs struggle more to identify duplication than others, stating the cause as being a newer hub. However, SHIRIM III is still seen as an important (complementary) effort to what has existed before.

In the context of sustainability, the evaluation provides insights into how the Share-Net hubs are positioned to endure and extend their impact over time. Sustainability is not only about the continuation of activities but also the long-term influence on SRHR practices and policies.

Burundi appears to have laid a foundation for collaboration and exchange practices that could be crucial for future endeavors. The emphasis on fostering successful engagement among stakeholders and the recognition of the untapped potential suggest a positive trajectory. However, there is a notable observation that the exchange practices may not have reached a point of institutionalization, as stakeholders seem to perceive SHIRIM III more as an initiative than a sustained project.

In Burkina Faso, the evaluation indicates the development of a reliable network among hub members. While it's unclear whether this exchange and collaboration are fully institutionalized, the existence of a trustworthy network suggests a potential for sustainability. The participants expressing their commitment to continued exchange with some hub members is a positive sign.

In Ethiopia - although the network is growing, collaboration has already been happening, and participants felt like tools and strategies from SHIRIM III can be re-utilized - it seems like the hub still struggles to maintain their network closely collaborating or communicating, and to maintain engagement. Their achievement with broad media dissemination at country level, on the other hand, was a positive sign of sustaining widespread voice on SRHR issues.

In Jordan, the secretariat themselves seemed to be keen (and have a plan) to extend their work to reach out to other governmental entities, civil society, and even to regional level. However, interviews with their hub members indicated some dwindling interest and/or excitement in the work and concerns about less continuous engagement/communication both at national (hub) and international (SNI) levels.

In Bangladesh, it seems like the relatively longer existence of the hub and the network is one of the keys for sustainability. They have already been working with the government for an implementation plan as a follow up for their knowledge products - a positive sign. However, participants from Bangladesh also expressed their feelings of uncertainty about what is going to happen next despite their efforts to continue the work and push for progress. They expressed a need for additional follow-up mechanisms:

> "But there is no structured way [forward], we just stopped with the SHIRIM. But there is no follow up plan. I think, in our case, it would be very helpful if there was a mechanism to continue with this [initiative] because I feel like that actually if we can work another one year with them and with the government. It will be very needed."

In Colombia, participants indicated that they felt the shared resources built on the basis of the network of SHIRIM III can help sustain their network. However, as mentioned before, they expressed concern about the unsustainability of voluntary work both within the secretariat (as previously

mentioned one hub staff member's role is voluntary) and amongst the community organizations they seek to work with who are requested to participate in product development and refinement but often must volunteer their time during their usual busy work hours, or outside of working hours. They also highlighted the fact that at the time of the evaluation they are still in the middle of their SHIRIM III work. Their insights also indicated some feelings of uncertainty regarding their own political context, challenges and volatility related to it. The member participant mentioned that progress in SRHR for the country is partially dependent on political movements, and this does not instill confidence in sustainability of the work.

> "I think the political climate around the world is like the greatest barrier that I see...I do think that these issues sort of turn into political currency. And it's not because people don't agree with the values that are behind all of the work that is done to protect sexual and reproductive rights. It's just because it's political currency to them. And there are people who are going to say whatever it takes to have political gains. We are seeing it in Colombia, and there are various bills that are being proposed in Congress that go against sexual and reproductive rights. So, yeah, I think that's the greatest barrier that I see. But we did have in 2016, a really important effort from the government to bring comprehensive sex education to schools. And it didn't happen because there was a really big political, um, I don't know how to say if it's fight or discussion or and they just, it just sort of faded into the background."

Participants at SNI spoke about their belief that the SHIRIM III's strategy of collaboration and exchange is innovative in the space of SRHR policy and practice, and has the potential to attract future funding for similar multinational projects, and specific domains within SRHR (such as safe abortion) can become the focal point. They also expressed concerns, however, regarding the sustainability of SHIRIM III within the hubs. They also spoke about the classic development sector problem of programs and products lasting as long as the funding lasts. This begs the question of the sustainability of translating knowledge into policy and practice change and/or implementation in the hubs which have not yet witnessed full realization of the intended impact of policy shift in SRHR.

5.3.2.5 Coherence

In general, most participants felt that SHIRIM III was well aligned with Share-Net's strategic plan and Theory of Change (ToC). A participant from Jordan discussed how the work they did for SHIRIM III related to Share-Nets ToC:

> "As someone who works with Share-Net and has an idea about the ToC, I can say that it consists of two parts in general. The first part is the 4 paths, one of which is the translation of knowledge, under which the SHIRIM falls. From this perspective, SHIRIM is compatible with Share-Net, and we tried to apply this path by transferring knowledge from Share-Net International to the National, as well as the experiences present in the accumulated prior knowledge, and we tried to bring it into practice. The second part is the concept of community of practice, which are practice committees that include individuals who share the same interest and have the desire to produce a knowledge product. This is the model that was applied in the SHIRIM. Where everyone is interested in the topic and has experienced stakeholders. In all

honesty, everyone offered their expertise in this field, and in the end we reached knowledge products."

Participants also discussed how SHIRIM III was well aligned with the policies and strategies of their own organizations. Several participants acknowledged that the participatory approach focusing on coalition building, content creation, and knowledge exchange aligns with their organization's general strategy, field of expertise, and passion. In some instances, participants noted that they were already incorporating aspects of the rapid improvement model in the design of other projects. A participant from Bangladesh elaborated:

"We have been working in communication for the last 12 years, So [SHIRIM III's emphasis on] knowledge translation, communication, dissemination and networking aligns perfectly... [and regarding the] learning sessions, I will say like SHIRIM was great not just for our participants but also for us, because it taught us a new tool, the rapid improvement model. And we are already designing projects based on this, [including] a separate regional SHIRIM. And we plan to do this for different projects, as well. We are also already using some tools for our internal capacity building."

Other participants shared how SHIRIM III seamlessly complemented their existing work, enhancing its efficacy and enabling them to perform their tasks more proficiently. In Ethiopia, a participant currently engaging in reproductive health and other health related projects considered SHIRIM "*a value addition [that is] completely aligned with our organizational missions and strategic objectives*". In Jordan, an emphasis on stakeholder engagement, regular follow-up, and flexibility was especially useful:

"I do not imagine that there is a big difference between what we do and what SHIRIM does, but there are many new details, such as meeting with stakeholders, as well as the idea of follow-up sessions on a regular basis. Usually there is preparation for one event, we do it, and there is a follow-up later. Therefore, there are aspects that are considered to some extent traditional or well-known, and other aspects that are new, such as training and tools, and there is flexibility. As a semi-governmental institution, events are somewhat rigid and dominated by formality. In SHIRIM everything was more flexible and I personally was more comfortable."

Participants also felt that SHIRIM III was well aligned with international conventions and agreements, suggesting that SHIRIM III is in harmony with global policy frameworks in SRHR. Participants cited commitments from the Arab Conference, World Population Conference, Sustainable Development Goals, Nairobi Summit, the Guttmacher-Lancet Commission, and various other treaties and declarations.

However, participants also noted that international trends are subject to change, and the acceptance of these trends is often highly political. One member participant from Colombia expressed "*concern that the pendulum is swinging back in all of these supposedly progressive countries, which have a really big influence*" and noted that disapproval of certain countries may lead governments to "*try to do everything differently from what's going on there*" Colombian participants also expressed concern that progress will be limited by anti-rights movements in other countries that have a big influence on Colombia - as illustrated by the member participant quote below:

> *"The government may say 'We are for the people. We are for rights. We are against capitalism.' but then how effective is that going to be when our history shows us that whatever happens in the [United] States, especially cascades into Colombia."*

The extent to which SHIRIM III aligned with relevant policies, strategies, and initiatives at the local and national levels was a bit more complex due to a variety of reasons. Some of the newer country hubs are just beginning their journey with SHIRIM, and are still trying to build their networks and figure out what topics are most relevant and impactful. A participant from Colombia explained:

> *"I think we're still at the beginning of the woods, sort of tearing down the weeds to really understand as a hub what [the] needs are. What we need right now is to understand what is going to be most impactful...and rather than [stakeholders] telling us what is going to be more impactful, it's really valuable that they're willing to talk to us and sort of walk that road with us."*

Some hubs struggled with local prioritization, readiness, and commitment to action, especially by key decision-makers in the government, and are still working to figure out the best ways to get buy-in from those with the most power to move these issues forward. A participant from Colombia elaborated on this:

> *"It's really hard because firstly, the government has a lot of opposition from other interest groups which are not focused on SRHR. And so that takes up a lot of the space that we thought we would have to move these issues forward. But additionally, I think it's not just who we need to talk to, [but also] what resources that, for example, the government has that we could sort of leverage to make our work more impactful."*

In Bangladesh, the country hub had success in gaining buy-in from the government. However, they provided some interesting reflections on collaborating with key decision makers moving forward, that suggest a potential avenue for future engagement:

> *"We know that our government is the key duty bearer regarding policies, practices and so on, but we are not involving them in our workshops or seminars."*

In Jordan, participants also struggled with local readiness and acceptability, noting that while SHIRIM emphasizes a participatory approach, it was worth considering whether this approach suits the country's context when SRHR is still considered a very controversial topic:

> *"We found that some strategies and methods of work regarding SRH in the Arab world have not yet had the opportunity to take their natural course, and we have not yet been able to reach the concept that SRH is part of health. We talk about the heart, lungs, spine, and brain, but we cannot talk about the lower body."*

Furthermore, participants noted an indication of a societal conflict in some hubs, especially regarding issues such as homosexuality, where global trends clash with domestic values. In Colombia, for example, this was particularly relevant with their choice of addressing LGBTQIA+ issues, as in certain regions of their country the local population is more conservative. For Jordan, they had to identify and agree upon certain SRHR topics compared to other topics that simply would not be able to be discussed in their context.

In the spirit of knowledge sharing and collaborative learning, participants were also asked to discuss the extent to which SHIRIM III attempted to avoid duplication of interventions within their country hubs. In Colombia, participants noted that there was *"definitely an effort to bring initiatives...and smaller players together in this sharing space"* but they questioned whether this extended to larger players in the SRHR arena. A participant from Jordan described diligent efforts to build off of existing initiatives and collaborate with relevant organizations in the development of their knowledge product:

> *"When we made the problem statement, they mentioned to us that this guide exists and was being worked on by UNFPA, the Royal Society for Health Awareness, and the Ministry of Health. We went back to them and took the guide and found that it was a training guide for service providers to talk to parents about how to communicate issues of sexual and reproductive health with their children. However, it did not contain scientific content. There were only training steps. Therefore, I did not see that we have duplication because we wanted to cover a gap. During the tools and brainstorming in SHIRIM, we communicated with the experts who made the previous guide and they gave us a session among the other sessions that were conducted on how the previous guide was made, what were the challenges they faced, and what tips could we use. There is a problem that applies to many issues, which is that there is duplication, but we did our best to ensure that it is not duplicated, otherwise what is the point. We believe that SHIRIM's product was a complementary product to what was previously done on the same topic."*

5.3.2.6 Relevance

While SHIRIM III's alignment with policies and programmes pertains to coherence, the extent to which the trajectory responded to the challenges posed by each unique country hub context, including its prevailing norms and values, is a matter of relevance. Within their country context, all participants found SRHR to be a crucial matter. However, the effectiveness with which SHIRIM III was able to address stakeholders' needs and navigate obstacles to what each country hub considered success was as varied as the strategies used.

An aspect that garnered appreciation in terms of relevance was the ownership and flexibility granted to the hubs. They were empowered to employ a bottom-up approach in determining the topics, tools, and strategies that were not only pertinent but also feasible for them. This autonomy extended to how they wished to replicate these elements within their respective membership networks. Each of the hubs chose a topic that reflected the context in which they were operating. Bangladesh focused on the intersectionality of climate change and SRHR, Burkina Faso on menstrual hygiene, Burundi and Jordan on SRHR education, Colombia on LGBTQI+ issues, and Ethiopia on child marriage. Some participants felt that this was important because they were both professionally and personally invested in the topic. A participant from Ethiopia explains:

> *"One of the good things about SHIRIM is, you know, we were working on a real problem...which is affecting millions of women, girls, and many of our team.. and the culture here, our members feel the challenge the problem of child marriage, so, it really inspired us to work as a team, to to*

address the challenges...What I like most is we are working on real problems that really inspired the entire team, the entire group, thats the most important thing."

This flexibility and emphasis on co-creation was also evident in the way that country hubs engaged with members and other stakeholders:

"It's very flexible about what each hub can do. I think they give us a lot of freedom to decide, according to our contexts, what kind of proposals are more appropriate or not to develop and we still maintain or try to maintain a very collaborative approach of not coming to the communities and telling them, well, we think this is the solution to your problems, but rather tell us what your problems are and we will co-construct a solution."

However, because hubs chose topics that were most relevant for each of their countries, it was sometimes difficult to build synergies between hubs topic-wise. Participants from SNI expressed their initial struggle in finding or establishing thematic - but also value-related - alignments between hubs (and between them and SNI) related to these contextual differences. While the struggle for value alignment is common in the SRHR space, this dynamic could illustrate once more how, when the question of feasibility in different contexts was put into consideration, efforts to find a common ground and accept more practical approaches that would actually work for contextualized progress were often needed. The existence of these efforts and people's willingness to be involved in it can also be seen as a positive outcome. A participant from Colombia highlighted this relevance, stating: *"The way and the things that we have learned, in my opinion, are worth it."*

At the hub level, the session on value clarification during the international learning sessions helped the participants understand each other's contexts better, generating more empathy and understanding of the diversities within SHIRIM III. In some of the hubs (such as Ethiopia and Jordan) talking openly about some of the issues that the other hubs (such as Columbia) were engaging with would have meant endangering jobs and fear of backlash, and engaging in these cross cultural exchanges and willingness to understand the diversity of contexts was an unanticipated success of the process, which also helped push the boundaries a little in relatively conservative settings.

An interesting dynamic revealed during the evaluation was how participants from SNI expressed that they and their team had to navigate the definition of "acceptable" to share the knowledge products internationally under their brand in the space of SRHR-related values. Although this was not a part of the original intended outcomes of SHIRIM III, the conversation of what is the 'bare minimum' for SNI to share the hubs' knowledge products opened during the last international learning session in Ethiopia. This was catalysed by Columbia's product, which had the LGBTQIA+ flag on it, amidst the Ethiopian setting of considering same sex relationships a taboo. A participant from SNI also shared their experience on attempting to see whether the (Arabic-language) knowledge products from Jordan were, value-wise, 'progressive' enough for SNI's 'standards', by seeing whether the materials regarding Comprehensive Sexuality Education (CSE) produced by Jordan were abstinence-only or not. Participants representing SNI revealed that eventually they decided the hubs understood their contexts best and their knowledge products would be the best possible reflection of what will and won't work within their realities.

Even within the hubs and their interaction with one another, this clash has been observed - not necessarily only regarding personal values, but also on 'what others can do/talk about that will not be feasible in our country'. Colombia, for example, chose to work on the issue of LGBTQIA+ - a topic that cannot be openly discussed in Ethiopia. These differences to some extent have challenged collaboration and communication between hubs on this particular issue. At the same time, as illustrated by the case of Jordan's knowledge products described above, the shape some of the knowledge products took may not be in complete alignment with SNI's ToC or their expected levels of so-called "progressiveness", but eventually the latter had to step back to allow for multi-perspectivity and define "progress" and "impact" along the lines of - and what would actually work in - each hub's context. Furthermore, within one hub definitions of "progress" and "impact" may vary based on region. In Colombia for example, Bogotá is considered progressive compared to Antioquia (the province that encompasses Medellín). Therefore, progress in rural Antioquia may still be considered conservative in Bogotá.

Another example of SNI's effort to shift the power dynamics was to open the grant money for hubs to manage on their own and funds were released to them in the form of stipend. This allowed the hubs to have the independence and ownership on how they managed their funds, and while initially some members of SNI wanted to be kept informed of the breakdown of expenditure, eventually they felt that they needed to allow more power sharing by extending financial freedom to the hubs. In this manner, as one of the SNI participants said, *"The Secretariat was willing to disrupt itself through SHIRIM"*.

Countries also used a variety of tools and knowledge products to address their topic issue, ranging from short videos to policy briefs to appeal to diverse and targeted audiences. One participant from Ethiopia applauded this flexibility, noting that *"the very good thing in SHIRIM is that you deliberately select any tools you're comfortable with, you are not obliged to use each and every tool."* However, a few gaps were noted. Some tools were not accessible, explorable, or usable by hub members at the end of the day as they needed certain financial resources to be accessed, their ownership was limited, or the physical elements of the tools/strategies were not accessible. This challenge was specifically noted by a hub's staff from Ethiopia, as quoted below:

> *"I don't know, we have learned our own, I would say, maybe, kind of maybe, I don't know, maybe 10 or 12 or kind of tools, I would say, has been used and I don't know, I, I was, I was also asking the [facilitation] team also to prepare a kind of manual also, so that we can be masters of it also, different tools. The only problem is like some of the tools, especially the online tools, are really paid tools. They could incur some kind of cost. And also I think they need some, some technological capability also, for us, it was kind of easy, but I think to pass it to our members was kind of a little bit difficult."*

Hub's staff from Colombia expressed concerns that while the products were relevant, the training provided during SHIRIM III left improvements to be desired. They cited the fundraising training as an example:

Colombia hub staff participant: "I do feel that the training that accompanies SHIRIM rather than the development of individual products may fall short. For example, from the activities that we execute as the secretariats, only in the trainings that we receive do we get very useful activities that we use in our contexts and in our projects, but not all of them. I feel that, because the focus of the individual projects is so different in each country, it is difficult to take advantage of all the trainings that we have been given. From Share-Net International we received some training in fundraising that although it was useful and it was a first approach for the Secretariat, I feel that it fell short. Not necessarily because the training was bad, but because we have not had the opportunity to apply them as a Hub. In general, the fundraising process seems to me to be quite complex and complicated and I think that a few trainings are not enough, and the same happens with other tools that we have received at certain times. I think it felt like we received a lot of information that we didn't know what to do with it...like the methodologies and the tools were left in the air. Suddenly they were like flying, and when we did the replications with our members it felt like that. In other words, we had a process that was the development of our main translation product, but also some training components for our members that were difficult to articulate many times. So we would meet to give them methodologies, but if there was no use or need for those methodologies, then the members would receive them without really knowing why they were receiving them. So I think that the articulation between the two should be done a little more strategically. I also feel that sometimes we felt a little bit of pressure to replicate the methodologies that were given to us....And again we fell into doing the replications for the sake of doing them and not really thinking about the needs of the members."

Furthermore, one participant from SN Ethiopia's members noted their experience of attending a national session facilitated by an external organization who were "*good in using knowledge products*" but did not work specifically in SRHR or understood who the participants were in depth, leading to the session being 'too simple' and had less time for discussion with many people getting bored. Financial flexibility was also noted in the case of the grant facility, where not all hub members could access it due to not being an officially registered organization with a specific bank account - as specifically noted by one participant from SN Ethiopia's hub staff. Another note on relevance was that due to limited resources, produced products could only be relevant to certain demographics (e.g. cities, urban communities). For example, participants from Ethiopia and Bangladesh's hub staff and and members mentioned the missing involvement of young people and people with disabilities and to reach remote areas that are the most impacted by the issues they were tackling, including child marriage and climate change. Participants from Colombia's and Bangladesh's hub staff mentioned that they could not reach out to communities in the rural areas (including coastal areas in the case of Bangladesh) of their countries.

The insights indicate that contextualization was a significant and inseparable work that the hubs needed to do in SHIRIM III. There was a general note amongst participants that although tools, strategies, and knowledge received or shared were relevant to their values and goals, not all of them could be readily utilized. In some cases, participants noted that 'internationally relevant tools' introduced within SHIRIM III needed further adaptation into their specific context. In another, the

difference in the composition and characteristics of the different hubs means experiences shared by a hub were not always relevant for others - for example, hubs working with mainly academics and policy-makers would function differently from those working with mainly community-based organizations.

Yet another example was how SHIRIM III and its resources were often limited to the inclusion of specific demographics - for example, participants from Bangladesh noted that because they mainly worked out of the country's capital, there were challenges to include people living in a context that is heavily impacted by climate change like those living in the rural coastal areas that comprise of the southernmost of the country. Participants from Colombia, whose knowledge product is a (quite content-heavy) guide, also noted an evaluative highlight on their product and its development process regarding its relevance to diverse communities as quoted below:

> *"The format of this guide can be applied in different contexts, such as in places where there is no internet connectivity, in places where there are certain resources, by people who do not necessarily have a very high level of training on these types of issues, but to try to make it as flexible as possible. But again, that is, let's say, that it is thanks to the approach that we as a secretariat and that we have taken when creating the product and in general trying to develop the whole process…"*

It seems like the contextualization work was regarded as already a success for some hubs and an ongoing or developing process for others. Furthermore, this contextualisation also means that impact, success, or progress mean different things for the different hubs. In some cases, such as Jordan, only talking about contraception can be considered a breakthrough, given the sociopolitical climate. It does not mean that the participants did not actively address this. On the contrary, they have shown efforts to gain any progress that can be gained considering the situation. In the words of one participant from Jordan:

> *"Some people, until the last moment, expressed that they did not want to use the word 'sexual', for example, and they preferred only the word reproductive health. [..] As soon as the parents heard the word sexual and reproductive health, they refused to agree to their children's participation and would say, 'I don't know what you are going to tell them. This is a foreign, Western agenda and an unimportant topic.' We face this thing every day in our work outside SHIRIM, but we try to balance our priorities and our proposal so as not to lose the whole issue."*

In Bogotá, Colombia, where some of the member organizations are based, there is a very open and accepted LGBTQIA+ population. Hence, Colombia identified a strong need to contextualize knowledge products and translation activities to the specific regions and groups of people being targeted. In response to the lack of contextualization to remote regions in Colombia of the *Parches Diversos*, one member of the Colombia hub staff developed a [“sketch” or short video](#) using one of the SHIRIM facilitated mini-grants to creatively engage and educate people on LGBTQIA+ topics. They saw this video as an introduction to these topics or a "primer" that "*was like a stage performance talking about sexual and reproductive health and rights in a very simple language and very close to the young people of the territory*" whereas the *Parches Diversos* guide went much more in depth.

Language contextualization was also an identified work-to-do. While Colombian member participants found the knowledge product useful, it could not be universally applied to all populations within the country because of the level of 'Anglicization' and diversity of local languages as illustrated by the following quote:

> *"So for example. That example that you're giving is something that is really important when we go to the remote regions. Right. While in the cities we may be used to um, I don't know how you call it, Anglicisms...that might that generates sort of rejection. Like you're coming from a place where you don't know anything about my reality here, right?...And then there is a lot of language in the regions that can be reclaimed, you know, because they don't have the tool of the Americanism or the Anglicism. So probably the language, has been sort of organically developed and it can be reclaimed. So that would be a really interesting sort of knowledge translation or, I don't know, opportunity now that we're thinking about it."*

5.3.3 Examining SHIRIM III's Underlying Assumptions

5.3.3.1 Assumption 1

Exploring and experimenting with knowledge translation approaches/strategies lead to the development of knowledge products that can influence policy and/or practice on selected SRHR themes.

In the context of Burundi, the emphasis on knowledge creation predominantly centered around raising awareness among hub members' beneficiaries. Notably, the focus on influencing policies was limited. The evidence suggests a deviation from the hypothesis indicating a lack of substantial efforts towards policy influence. However, Burundi was unique in the sense that their work within SHIRIM III focused more on supporting local/grassroot communities in their sensitization and awareness raising work, encouraging collaboration and community-level advocacy - in short, changing community-level practices.

Conversely, Burkina Faso's experience provides robust support for the hypothesis. The exchange of knowledge within the country hub facilitated improvements in existing approaches and the adoption of new strategies which may have an impact on policy in the future. The heightened awareness of knowledge's crucial role in advocacy work aligns with the hypothesis.

In Colombia, the objective was more focused on changing social and cultural dynamics with the target audience being the general public which may or may not include formulators. Participants stated that policies in Colombia are for the most part already "pro-rights" oriented. The challenge is the behavioral change on the ground that puts policy into practice. Current assessment faces challenges in conclusively determining the impact of knowledge products on policy or practice.. The feedback also indicates an ongoing process, suggesting a potential bottom-up approach where changes in practice may eventually drive policy alterations. This suggests a promising trajectory

Bangladesh stands out as a compelling case where a series of knowledge products, including a desk review, a detailed report, and a policy brief, were strategically employed. The success story unfolds as these products, over time, influenced policy and practice. The government's inclusion of SRHR issues in national plans, coupled with a positive response to advocacy efforts, seems very promising.

Moving to Jordan, participants mentioned that knowledge products contributed but have indirect influence on policy and/or practice, although real impact remains to be examined further down the line in the future. However, dissemination efforts were conducted in multifaceted approaches through many different channels.

For Ethiopia, being a newer hub, it appears to be in the process of exploring strategies and networking. Although there are products being produced, they may not represent entirely new initiatives. Rather, they contribute additional value to existing work, including in the field of advocacy work. Interestingly, for smaller organizations in their network, SHIRIM III seems to have helped change their practice of advocating and intervening.

In conclusion, the evidence from the six countries paints a nuanced picture. While Burundi's focus veered away from policy influence and more on community's practices, Bangladesh showcased affirmative outcomes aligning with the hypothesis. Colombia's policies are already progressive or moving in a "pro-rights" direction. They are still refining their final product *Parches Diversos*. Colombia is focused on changing social and cultural dynamics which are necessary for practice change to take place. Burkina Faso, in the early stages of their journey, exhibit potential for a positive trajectory through coalition building on advocacy. Jordan's experience suggests indirect influence on policy making and practice change but with the ability to attract attention from both policy makers and practitioners, while Ethiopia, still in the exploration phase, shows promise, particularly in influencing the practices of smaller organizations in its network and in growing collaborative advocacy work beyond Share-Net. Thus, the overarching conclusion leans towards verification of the assumption.

5.3.3.2 Assumption 2

Facilitated exchanges between Share-Net hub secretariats, members, and partners enhance policy influencing and/or practice within national contexts.

In Burundi, policymakers at national level were not identified as the project's primary audience. However, policy makers at different levels were invited to workshops targeting other groups through which they were at least sensitized to certain issues regarding SRHR. At this stage, it is however not possible to make an assumption on whether this has influenced policy at national level. It was also difficult to affirm the contribution of SHIRIM III into any potential change of practice in the case of Burundi, since participants from hub's members that we interviewed seemed to be unaware of SHIRIM III and what the project actually entailed.

Conversely, stakeholders from Burkina Faso consistently underscored the value of the participatory approach employed during national learning sessions. The emphasis on collaborative learning experiences, particularly in advocacy work, aligns with the assumption.

Colombia's assessment indicates an almost neutral stance at this stage. It is deemed too early to conclusively determine the impact of national learning sessions on policy and/or practice influence. The hub faces challenges in engaging policymakers, especially regarding LGBTQIA+ issues, which are

not a priority on policymakers' agendas. Changing social and cultural dynamics is necessary in order to influence practice within the national context. However, it will take more time to see the impact of SHIRIM on this. The hub so far has been successful in facilitating exchanges with community organizations to drive practice change but logistical barriers and competing priorities (as previously highlighted) make consistent exchange challenging.

In Bangladesh, SHIRIM III's approach involved careful preparation and evidence-based presentations to policymakers. The feedback from SHIRIM members within the country hub played a crucial role in capturing policy makers' attention. The strategy aligns with the assumption, showcasing the positive impact of facilitated exchange on policy influence and practice.

Turning to Jordan, the project's host was viewed as a good choice: the Higher Population Council, being a semi-governmental institution with established connections across the private sector, government, and NGOs, provides a solid foundation for effective communication, collaboration, and access.

Similarly, for Ethiopia, the facilitated exchange was highly beneficial both individually and organizationally, particularly in terms of advocacy network building. While policy influencing is acknowledged as a long game, the success in network development is significant.

In conclusion, the evaluation of SHIRIM III's national learning sessions presents a nuanced panorama. While Burundi's emphasis on beneficiaries rather than policymakers deviates from the assumption, Burkina Faso's success in advocacy work aligns positively. Colombia's early-stage assessment demonstrates that practice change is in progress and suggests that policy change can come from that. Bangladesh's evidence-based approach hints at a positive impact on policy influence. Jordan and Ethiopia's experiences underscore the effectiveness of facilitated exchanges, contributing to a partial verification of the assumption with varying degrees of alignment across the evaluated countries.

5.3.3.3 Assumption 3

International SHIRIM learning sessions provide a safe space for the exchange of best practices and lessons learned between Share-Net hubs.

In Burundi, hub's staff participated in international learning sessions in Addis Ababa, which were perceived as safe: participants from Burundi were able to identify with the discourses and challenges shared by other participants, and as one participant mentions "the facilitator helped to make sure everyone was comfortable by setting ground rules which were based on the core values as SRHR professionals".

Burkina Faso conveys a positive attitude towards international learning sessions, underscoring their appreciation for the valuable insights derived from these interactions. Staff members of the secretariat particularly emphasized that the international sessions enhanced the connectivity between different contexts in an adequate space. Nonetheless, a notable aspect emerged as not all

participants had the opportunity to engage in these international sessions, raising concerns about potential exclusion. The criteria for participant selection in international sessions seems to be linked to budget restraints Nevertheless, it contributed to some participants feeling excluded. This ambiguity prompts questions about the perceived (psychological/emotional) safety of the space, as the inclusivity of participants in such sessions is crucial for ensuring a truly supportive environment.

Colombia's evaluation emphasizes the positive experiences of participants in international learning sessions, with a focus on the desire for continued interactions. The only hindrance noted was a team member's language barrier, suggesting practical challenges that could be addressed to enhance participation.

Bangladesh serves as a robust example where the learning sessions facilitated by Share-Net International provided a safe space for members at both national and international levels. Despite initial challenges posed by the sensitive nature of SRHR issues in Bangladesh, the workshops and training empowered members to confidently address these issues in the field.

In Ethiopia, participants expressed deep appreciation for the international learning sessions, indicating a positive and affirming experience.

Jordan, while not explicitly exploring the feeling of safety, acknowledged the value of international learning sessions and highlighted their role in gradually fostering a more comfortable environment for discussions.

In conclusion, the varying responses across the Share-Net hubs illustrate the diverse impact of international learning sessions. While the level of hubs' participation in international exchange may have varied due to unforeseen circumstances, the sessions were found to be invaluable in creating a safe and supportive space for sharing experiences and insights. The challenges identified, such as language barriers, present opportunities for improvement in facilitating more inclusive and effective cross-hub interactions.

5.3.3.4 Assumption 4

Participants from Share-Net hubs, engaged in international learning sessions, are equipped to replicate these sessions at the country level.

In Burkina Faso, participants acknowledged the relevance of international learning sessions for their work but highlighted the need for contextualization. Because of the differences in the political landscape, taboos, and stigma in Burkina Faso, the international learning sessions led to a more generalized exchange on approaches and challenges rather than providing concrete tools or methods.

Participants from Burundi who participated in the international learning session in Addis Ababa, but, due to visa issues, were not able to come to Amsterdam, enjoyed the session as it allowed them to

meet with like-minded advocates for SRHR from other countries, learn from their journey, and draw inspiration from how they approached the translation of knowledge into tangible tools.

In Jordan, although specific feedback from the country-level team was not mentioned, there was a recurrent theme of learning and adapting from international sessions. The efforts to adjust and contextualize tools suggest a level of confidence in the capacity to replicate these sessions at the national level.

Colombia hub staff felt that replicating sessions from the international learnings were a challenge due to the need to recontextualize to various regions within the country and they felt that learning sessions could be a little too "academic" for the end users who were often community organizations. Another challenge to replication was due to the relationship of the project (creation of the product) and the content of the sessions.

In Bangladesh, while direct mention of replication was absent, participants indicated the utilization of Share-Net strategies and tools in their broader professional activities.

Ethiopia's hub secretariat expressed confidence in replicating the learning sessions, yet identified challenges in accessing and documenting references for the tools. Meanwhile, members at the national level highlighted areas for improvement, suggesting potential hurdles in the seamless implementation of the replication process. The varying experiences across these hubs reflect the nuanced nature of translating international learning sessions into effective country-level replication.

In conclusion, the evaluation of the assumption regarding the capacity of Share-Net hub participants to replicate international learning sessions at the country level unveils a multifaceted landscape. While the experiences in Jordan point towards a confident adaptation and contextualization of tools, acknowledging the lessons learned from international sessions, other hubs such as Burkina Faso, Ethiopia, and Colombia underscore the challenges of contextualizing generalized approaches in diverse national settings. Despite variations, the overall reflection suggests the need for nuanced approaches, recognizing the unique socio-political contexts of each hub. This insight emphasizes the importance of fostering adaptability and providing tailored support to enhance the effective replication of international learning sessions within diverse national frameworks.

5.3.3.5 Assumption 5

Knowledge translation is institutionalized in the Share-Net hubs by strengthening their capacity and through collaborating and exchanging between and among their members.

In Burundi, the commendable aspects of collaboration and exchange practices were underscored, showcasing successful engagement among stakeholders. While there was less explicit emphasis on capacity strengthening, the pivotal role of ongoing exchanges between organizations was highlighted, persisting even beyond the project's duration. However, it appears that these exchanges may not have reached a level of full institutionalization. Rather, stakeholders seem to perceive

SHIRIM as an initiative that has concluded, indicating a potential gap in sustaining collaborative practices.

In Burkina Faso, the degree of institutionalization remains ambiguous. The data indicates a network of hub members who know and trust each other, overcoming personal interests for collective SRHR advocacy. While not entirely institutionalized, the project has left a reliable network among hub members, fostering continued collaboration.

Jordan presents a strong case for institutionalization. The participants emphasized significant capacity building, learning, collaboration, and exchanging experiences, positioning themselves as SRHR ambassadors within their country. Moreover, the institutional nature is reinforced by the project being hosted by the Higher Population Council, a permanent entity providing stability and continuity. The project has left a robust network of individuals from diverse domains, all invested in SRHR.

Colombia's knowledge product proved instrumental for knowledge translation, enhancing capacity through participatory development and contextual relevance, especially when piloted with local teachers. However, the level of institutionalization is not explicitly stated in the data.

Bangladesh stands out as a clear example of institutionalization, consistently pointing to collaborative efforts both within and beyond traditional SRHR spaces. The engagement demonstrates a strong foundation for knowledge translation and institutionalization.

In Ethiopia, while the hosting organization has a background in knowledge brokering, the project's knowledge brokering aspect is appreciated, particularly by smaller organizations. However, some larger organizations criticized the implementation of national learning sessions (as discussed in the Relevance section above), suggesting a nuanced perspective. Overall, the institutionalization aspect seems to align with the assumption.

In conclusion, the evaluation of knowledge translation institutionalization across Share-Net hubs reveals a nuanced landscape. While some hubs, like Jordan and Bangladesh, demonstrate robust institutionalization, marked by significant capacity building, collaboration, and stable networks, others, such as Burundi and Burkina Faso, exhibit a more evolving and context-specific trajectory. The emphasis on making SRHR knowledge accessible to beneficiaries in Burundi, coupled with the reliable network forged in Burkina Faso, suggests potential foundations for future institutionalization in advocacy work. Colombia's success in knowledge translation is evident, although the explicit level of institutionalization remains unclarified in the available data. Ethiopia presents a mixed perspective, with smaller organizations appreciating the knowledge brokering aspect.

5.3.3.6 Assumption 6

Dissemination strategies used by the hubs facilitate the uptake of knowledge in policy and practice.

In Burundi, the hub played a pivotal role in knowledge collection and dissemination, gathering diverse approaches and strategies, and facilitating exchanges among hub members. A crucial lesson emerged, emphasizing the need for tailored dissemination strategies, recognizing that different target groups require distinct knowledge products to effectively engage with SRHR information. The adaptability of dissemination strategies to varied audiences was a key insight.

Unfortunately, no specifically nuanced data is available for Burkina Faso to assess its dissemination strategies due to the difficulty we faced in engaging their hub's staff earlier rather than later[4].

In Bangladesh, aligning with the earlier findings, the importance of strategic selection in dissemination strategies was reiterated. The emphasis on choosing the right approach to bring SRHR issues to the attention of decision-makers was considered a pivotal factor in influencing policy and practice positively.

Colombia highlights barriers to disseminating products to groups who may be most in need of LGBTQI+ sensitisation efforts due to lack of internet connection in more remote areas of the country.

Conversely, in Ethiopia, the data suggests that the hub has yet to fully establish effective dissemination strategies. While there is evidence of practice change at the member level, the overall assessment leans towards some room for improvement identified by hub members regarding the hub's proficiency in disseminating knowledge to broader audiences (discussed in Relevance section above). However, SN Ethiopia's success with media dissemination was a notable achievement.

In Jordan, the absence of an explicitly mentioned dissemination plan at the time of the evaluation was noted. However, the utilization of social media, websites, podcasts, YouTube, and the Derby platform, a Reproductive Health knowledge platform for youth supported by the Higher Population Council, showcased a multifaceted approach. Additionally, the introduction of knowledge products to relevant SRHR stakeholders across various regions of the country demonstrated a proactive engagement in disseminating information.

The overall assessment indicates varying degrees of success in disseminating knowledge across the evaluated hubs, with the notable recognition in Burundi and Bangladesh for effective strategies tailored to diverse audiences, and conversely, the identified challenges in Ethiopia where practice change at the member level does not seem to translate into broader dissemination success with the exception of successful media engagement. Jordan showcased a multifaceted approach, albeit with a currently still under-development dissemination plan. The nuanced findings highlight the importance of tailored strategies and effective platforms for the successful uptake of SRHR knowledge in policy and practice.

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[4] We have managed to hold a conversation with Burkina Faso hub's staff during the later stage of finalization of this report. However, due to the pressing time to collect the rest of the relevant insights, we did not manage to inquire deeper about this specific matter.

6. DISCUSSION AND REFLECTION

6.1 Navigating Values

The evaluation has identified that value 'clash' can impact how stakeholders shape definition of success and the need to contextualize approach while itself also operates within the mechanism of power dynamics. A certain 'degree of progressiveness' has (at least partly) influenced the so-called international expectation of success or progress for SRHR issues across a set of diverse countries, existing in a power relationship (between donor-recipient, international coordinator - country implementers, or similar) that is also related to how an international branding is maintained by the donor/coordinator in the space. However, this expectation does not necessarily reflect reality on the ground. While human rights principles must always be upheld as the ultimate standard, this was a lesson learned regarding how to decolonize an intervention in the SRHR space and make it more sensitive to specific context in which the progress is expected to happen and how progress looks like. This navigation is and will likely continue to be a consistent presence in the SRHR space.

6.2 Inequity Issues

The evaluation brings to the forefront a range of inequity issues that impact the Share-Net hubs, reflecting the complex socio-political and economic landscapes in which they operate. Language barriers present a notable challenge, as evidenced by the limitation faced by Colombia, where one team member's lack of English proficiency hindered full participation in international face to face learning sessions, and with several of the hubs who also faced it during this evaluation. This highlights the need for more dedicated strategies to address language diversity and ensure inclusivity in knowledge-sharing platforms. Additionally, visa and passport inequalities can pose obstacles to the engagement of certain hub members, emphasizing the importance of considering geopolitical factors that affect participation. According to participants representing SNI, the in person learning sessions were able to foster closer connections between the hubs that facilitated knowledge sharing and collaboration. The in person meetings between the hubs acted as a catalyst that enabled them to reach out to one another more freely and openly.

Country stability is another critical factor influencing the effectiveness of the Share-Net initiatives. The neo-patriarchal regime in Jordan, for instance, poses challenges to promoting SRHR, illustrating how political contexts can impact the autonomy and scope of SRHR initiatives. A 2022 coup in Burkina Faso has impacted the ability of the hub's staff to attend the first two days of the five day international learning sessions. The age of the hubs themselves, coupled with the limitations in reaching more marginalized groups at the national level, underscores the broader challenge of inclusivity. Initiatives should be designed to bridge gaps, expand and diversify reach, and ensure that the benefits of SRHR knowledge reach all segments of society, leaving no one behind.

SNI participants also raised the point that they were unsure if the knowledge products presented by the hubs at the end could be entirely attributed to SHIRIM, or if some of the hubs could have used their learnings from other sources and projects to develop the knowledge products. Not all of the

hubs (e.g Burundi) were able to focus on a single issue and were clear on their activities. Others, like Bangladesh were able to synergise their efforts much better and did not lose sight of the problem or the solution throughout the process. This also may be attributed to the fact that the Bangladesh team has more experience with previous SHIRIM iterations and a robust network.

The organizations that host each Share-Net hub, their affiliations, and political and cultural realities also played a role in determining which direction the knowledge products took. For example, in Jordan, the hub's approach, with ties to the respective government, which takes an anti abortion stance could not be compared with Columbia's Profamilia, which is associated with an international organization long known as global SRHR advocates.

Financial accessibility and ownership of tools emerge as pivotal elements, particularly for smaller hub's member organizations. The evaluation hints at disparities in how various hubs navigate these challenges. The capacity of hubs to fully engage in the SHIRIM process is influenced by their financial standing, reinforcing the need for equitable distribution of resources. Addressing these inequity issues requires a holistic approach that considers the unique contexts of each hub, promoting strategies that foster inclusivity, financial support, and empowerment, ultimately strengthening the impact of SRHR initiatives on a global scale. Additionally, voluntary work (or work that was perceived as extractive - such as how the Colombia hub staff saw the unpaid participation of community organizations) might face a significant financial challenge.

One potential driver for inequitable outcomes that came out during the evaluation is structural racial dynamics and/or ethnocentrism. According to participants from SNI, missing two days out of five during the in person session due to visa inequity created a different experience for Burundi. Visa inequity has been called out as an issue reflecting "persisting racist, colonial, and neo-colonial ideologies" within the global health field[5]. Some participants from the hubs also pointed out that some Global North/Non-Majority World organizations tend to have a moral agenda around SRHR which - while rightfully driven by human rights approach - is accompanied by having certain judgements (moral superiority) towards individuals who do not share or whose lived realities do not allow them to share the same ideologies. While we did not manage to collect more in-depth information on this particular issue, in an initiative involving diverse countries and communities in the current global health structure, this makes sense. Hence a more in-depth and active look into how to mitigate inequity issues as an impact of global/structural racial dynamics and ethnocentrism during SHIRIM III is warranted.

6.3 Re-defining Success

The traditional metrics of success often focus on tangible outcomes, such as policy changes or the immediate impact on practice. However, the diverse contexts of Share-Net hubs, as highlighted in this evaluation, necessitate a more nuanced understanding of success. Success might manifest in building resilient networks, fostering collaborative relationships, or initiating conversations in

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[5] Bandara, S. et al. (2023) 'Imagining a future in global health without visa and passport inequities', PLOS Global Public Health, 3(8). doi:10.1371/journal.pgph.0002310.

environments where SRHR topics are often marginalized or stigmatized. The emphasis on the qualitative aspects of success becomes evident in the experiences shared by the hubs. For instance, Jordan's success in creating a network of SRHR ambassadors and the establishment of trusting relationships among Burkina Faso hub members may not be fully captured by conventional quantitative indicators - or even qualitative indicators placed in a linear ToC for that matter. Therefore, the discussion calls for a re-definition of evaluating success, urging a comprehensive approach that values both the tangible outcomes and the intricate processes that contribute to the long-term impact of the Share-Net initiatives.

6.4 Significance of Contextualization

The theme of contextualization emerges as a significant aspect in the evaluation, shedding light on how the Share-Net hubs perceived and utilized SRHR tools within their specific contexts. The acknowledgment of the lack of contextualization became a catalyst for innovation and improvement within the hubs. Colombia's proactive approach, exemplified by the Tia Ammarnatha sketches, demonstrates how hubs can seize the opportunity to adapt and enhance tools to align better with their unique socio-cultural landscapes. Jordan's effort to balance what they aim and what is currently acceptable is another example.

The recognition that the value of the SHIRIM III process extends beyond merely the final knowledge product - and that the products itself are not its end goal and not always sufficient - underscores the importance of creating spaces for meaningful discussions and strategic planning. The absence of rigid adherence to predefined tools allows for flexibility, fostering an environment where hubs can actively engage (and lead) in refining and customizing approaches to better resonate with the nuances of their respective contexts. This adaptive process not only contributes to the effectiveness of SRHR tools but also enhances the overall impact of the Share-Net initiatives on the ground. Additionally, as contextualization requires a lot of work, resources dedicated to it will be of importance.

6.5 Contextualized Understanding of Evaluation Results

Understanding the results of the evaluation within the specific national contexts of the hubs is crucial for a comprehensive interpretation. Jordan emerges as a noteworthy example, showcasing effective hub practices. The choice of a semi-governmental organization as the host provides certain advantages, such as facilitated access to decision-makers and a well-established network of organizations in the country. However, this arrangement might come with inherent challenges. Jordan operates under a neo-patriarchal regime with limited enthusiasm for promoting SRHR, which is reflected by stigma and taboo within society. The dependency on the government might constrain the autonomy of the hub, potentially influencing the extent to which SRHR advocacy aligns with the government's priorities. Moreover, this dynamic might engender skepticism among more independent NGOs, who may harbor reservations about placing complete trust in the host organization. Examining the hub's performance against the backdrop of Jordan's political landscape reveals a complex interplay of advantages and challenges. While the semi-governmental status grants certain privileges, it also necessitates careful navigation within the socio-political context,

where the alignment of SRHR objectives with government priorities may pose a delicate balancing act. This nuanced understanding allows for a more insightful discussion of the results, recognizing the contextual intricacies that shape the hub's dynamics in Jordan.

7. RECOMMENDATIONS

From the findings, discussion, and reflections above, we propose the following actionable recommendations to improve the design and implementation of the potential next SHIRIM cycle:

- **Encourage continued reflection on how to navigate value differences at SNI, SN hubs, and in-between levels with awareness that this dynamic can operate within power-based relationships such as ethnocentrism tendency.** This will most likely be a continuous, ongoing process that can be beneficial and help sustain meaningful relationships within the broader Share-Net network. In the case of conservative contexts, for example, efforts should be developed to avoid 'trapping' the hub and its staff in a potentially risky and difficult situation between legislative/policy framework, pressing norms and values, and their own enthusiasm to meet the assigned objectives.
- **Conduct the planning and development stage of the next cycle with active incorporation of specific contexts of the hubs involved.** This includes power sharing for the hubs in the planning, design, and decision making. This does not mean, however, a total handoff from SNI. While hubs know their context best, they may need technical support into how to implement the solutions and use resources effectively/efficiently.
- **Design MEL tools and processes that can accommodate the many different ways success/progress can look like in the various contexts of the hubs involved.** This includes the ToC and the outcome indicators, and ideally involves active participation of the hubs. Integrating a monitoring mechanism into the project design itself, in addition to or to complement the project's endline evaluation (especially at hub level), can be helpful. This can include monitoring the process in which knowledge products are created, the stakeholders reached, and organizations or allies it is used by, in each country hub. However, this should be done in ways that do not unnecessarily burden the hubs and with accompanying needed resources.
- **Involve SN hubs in the financial planning and implementation process and ensure that financing mechanisms have some room for flexibility.** This includes collaborative decision making processes on resource allocation and designing grant mechanisms. Financial allocation should also be done keeping in mind the geographies and contexts within the country hubs where they are working, to enable the hubs to reach far off areas or communities within their countries. As a part of this, there is a need to consider more active support for earmarking and distributing financial resources down to the member level to ensure that all hub members are being equitably compensated for their time. This support could come from SNI, or from hubs who had more success in compensating members for their time, in a peer-to-peer training.
- **Invest more dedicated resources and technical support on contextualization and dissemination work.** This includes but is not limited to support for language translation,

multimedia production, field work, and data disaggregation. Enabling contextualization work can also be in the form of including community members in discussions and sessions instead of only SRHR practitioners, researchers, and policy makers. This also includes ensuring or providing enough support to ensure that tools shared are relevant, accessible, and can be revisited by the hubs and their members beyond the project implementation (e.g., through ensuring access is not financially gate-kept and by establishing a collective manual for the tools)

- **Facilitate, enable, and encourage independent leadership during the learning sessions from within the country hubs.** Interconnected and communicating but independent hubs who are enabled to take decisions into their own hands can help them become more relevant and more responsive to their contexts.

- **Map inequitable outcomes and those who experienced it, and use it to develop planning on how to more equitably engage and resource them.** This includes strategies to more effectively address language barriers as well as visa and passport inequality, and to identify impacted communities and population groups that have not been reached in each country.

- **Encourage and support (technically and financially) more continuous engagement and communication, both between SNI and SN hubs and between the members of each hub.** A sustained network can help realize more sustainable outcomes. Hubs should be given the time and space to share the challenges they have faced, how they mitigated them within their countries, and lessons learnt. This can be especially helpful for the newer hubs. Monetary incentives could be also considered. It does not have to be a large budget but could come in the form of coffee/tea vouchers, communication cost compensation, and/or childcare compensation for virtual participation in events, meetings, and sessions. For in person meetings at the national level, compensating the cost of travel and childcare if not already done may incentivise participation.

- **Develop and implement a dedicated strategy to bridge the gap between older and newer hubs.** This can include knowledge exchange dedicated specifically to hub development, network management, facilitation skills for the national network, and advocacy strategy.

- **Invest in the work to further translate knowledge products into tangible actions to change policy and/or practice.** Knowledge products in the form of guidelines, for example, typically need more efforts to get them to the right audience in the right way and be actually implemented. These translation efforts can also include support for continuously 'pushing' or lobbying policy makers and governments to take up the knowledge and change policies.

- **Sustain follow up mechanisms both with and within the hubs after the creation and completion of knowledge products.** This can be done especially for hubs which are yet to take their products to the policy/lawmakers.

8. CONCLUSION

This evaluation has seen that SHIRIM III is a highly appreciated intervention that has been a significant support towards the progress on policy and practice shift for SRHR fulfillment in its country hubs of Bangladesh, Jordan, Ethiopia, Colombia, Burundi, and Burkina Faso. Its strong contribution includes how it integrates participatory and collaborative approaches in at least its

implementation. While 'progress' itself looks different from country to country due to the different contexts, positive effects have been experienced by all hubs and their members.

SHIRIM as an initiative can be improved in the next cycle by considering gaps and lessons learned on contextualization, continuous navigation and honest conversation on value differences, power dynamics, investing resources to bridge gaps introduced by various inequities, and continuously improving on equitable power sharing. Its sustainability likelihood should also be improved through institutionalization of its network in hubs where it is not the case already and investing on strengthening the hubs' capacity not only on knowledge brokering but also on growing and managing their network.

Finally, this evaluation highlights that SRHR interventions are highly complex things that almost always need a complex nonlinear pathway to change. This is arguably an inherent nature of the field. It might then be more relevant to see the pathway to change in the SRHR spaces as a collective action of small changes gained here and there - sometimes with regress and unpredictability - that hopefully can act like puzzle pieces that bridge the gaps of inequity and shape a whole picture of what we all dream to be achieved - equitable fulfillment of SRHR for all.

ANNEX 1: Guides for interviews and focus group discussions

Guides for SNI Participants (KII)

1. In your own words, what do you think the most important goals of SHIRIM III are? Overall, do you feel like SHIRIM III was able to achieve these goals? Please explain.
2. Did SHIRIM III facilitate learning, collaboration, and exchange between your country hub and the other country hubs? What formats or strategies do you feel worked well? What could be improved? Can you share any examples of some successful collaborations or exchanges?
3. Do you think that different participants or groups of participants in SHIRIM III may have had a different experience? For example, between different country hubs or even different people being involved? What are (if any) these differences and why do you think they happened?
4. Can you think of any other impact (positive or negative) that SHIRIM III has had that you want to mention, or anything else you would like to add before we move on to the next section of questions?
5. Do you feel like you and your team had adequate resources (financial, human resource, network, technical expertise, etc.) to successfully participate in SHIRIM III? If not, what were

some of the challenges you faced, and how do you think this could have been avoided or improved? Do you feel like these resources have been used wisely? Why or why not? To what extent do you feel like the 'mental,emotional, or psychological energy' you spent for SHIRIM III was (if it was) worth the outcomes? Why so?

6. Do you feel that SHIRIM III aligns with relevant policies, strategies, and initiatives at the international level? Please explain why or why not.

7. Do you know any similar initiatives like SHIRIM III internationally? If yes, can you explain further? Was there any effort made to avoid doing the same thing with other initiatives or to collaborate with similar initiatives?

8. Do you feel that SHIRIM III aligns with Share-Net's strategic plan and Theory of Change? Please explain why or why not.

9. Is there anything else you would like to draw our attention to? What would you like to take away from this evaluation?

10. Reflecting from our conversation, do you have any suggestions for the improvement of SHIRIM in the future?

Guides for SN Hub's Staff (FGD)

1. In your own words, what do you think the most important goals of SHIRIM III are? Overall, do you feel like SHIRIM III was able to achieve these goals? Please explain.

2. Did SHIRIM III help your team explore different strategies to translate evidence into policy? Following that exploration, did SHIRIM III help your team identify the best fitting strategies for your specific context? Can you speak a bit more about how SHIRIM III did those (the exploration and identification of strategies)? Which strategies then, if any, were most useful in your country? Why do you think they are useful?

3. Did SHIRIM III help strengthen your teams' ability to apply the best strategies to translate evidence to action in your context - like to change policy or practice? How so? Did SHIRIM III facilitate you to share your experience in this application of strategies? How so? Can you provide some examples of successful application of strategies in your context, if any? Have you used these knowledge translation strategies elsewhere? Please elaborate. Do you see yourself or your team keep using any of these strategies in the future? Why or why not?

4. Did SHIRIM III help facilitate learning, collaboration, and exchange within your country hub? What formats or strategies do you feel worked well? What could be improved? Can you share any examples of some successful collaborations or exchanges?

5. Did SHIRIM III facilitate learning, collaboration, and exchange between your country hub and the other country hubs? What formats or strategies do you feel worked well? What could be improved? Can you share any examples of some successful collaborations or exchanges?

6. Did SHIRIM III help strengthen your teams' ability to facilitate knowledge brokering (creation, identification, use, and exchange of knowledge)? Why or why not? If yes, can you provide some examples of how these skills were applied?

7. Regarding the topic being discussed in point 2-5 above, do you think that different participants or groups of participants in SHIRIM III in your hub may have had a different experience? What are (if any) these differences and why do you think they happened?

8. Can you think of any other impact (positive or negative) that SHIRIM III has had that you want to mention, or anything else you would like to add before we move on to the next section of questions?

9. Earlier in the interview, we spoke a little about some of the knowledge translation strategies that SHIRIM III used. We know that there are also specific tools used for knowledge translation that SHIRIM III has introduced. How has your team sustained, embedded, or integrated these tools into your work, if at all? Have you encountered any challenges? Do you think your team will continue to use these tools? Why or why not? How do you plan to do that, or in what ways?

10. What were some of the key takeaways you and your team gained from the knowledge exchange opportunities facilitated by SHIRIM III? How has your team sustained, embedded, or integrated some of these key takeaways into your work? What worked, and what did not?

11. What other topics would you like to see SHIRIM III tackle in the future?

12. SHIRIM III aimed to help build and strengthen a knowledge exchange network at both the national (in your country) and international (between country hubs) levels. Do you feel your team will continue to utilize these connections beyond SHIRIM III? If yes, how do you see this network being most useful? If not, how could this network be strengthened or improved?

13. In your perspective, how has SHIRIM III helped shape or change SRHR policies and practices in your country? Can you share some instances or examples of these? How and in what ways SHIRIM III led to those examples?

14. In your opinion, do you feel that SHIRIM III and the knowledge products you created have contributed to improving the SRHR situation in your country? If yes, in what ways? If not, why not? What barriers did you encounter?

15. Do you feel like you and your team had adequate resources (financial, human resource, network, technical expertise, etc.) to successfully participate in SHIRIM III? If not, what were some of the challenges you faced, and how do you think this could have been avoided or improved? Do you feel like these resources have been used wisely? Why or why not? To what extent do you feel like the 'mental,emotional, or psychological energy' you spent for SHIRIM III was (if it was) worth the outcomes? Why so?

16. Do you feel that SHIRIM III aligns with relevant policies, strategies, and initiatives in your own organization? Why or why not? Do you feel it aligns with those of other key players in the SRHR spheres at the local/national level? Why or why not? What about at the international level? Why or why not?

17. Do you know any similar initiatives like SHIRIM III in your context? What about internationally? If yes, can you explain further? Was there any effort made in SHIRIM III to avoid doing the same thing as other initiatives or to collaborate with similar initiatives?

18. Do you feel that SHIRIM III aligns with Share-Net's strategic plan and Theory of Change? Please explain why or why not.

19. Do you feel that SHIRIM III is aligned with the needs, priorities, and goals of your hub's secretariat, members, and/or partners? Please explain why or why not.
20. Is there anything else you would like to draw our attention to?
21. What would you like to take away from this evaluation?
22. Reflecting from our conversation, do you have any suggestions for the improvement of SHIRIM in the future?

Guides for SN Hub's Members (FGD)

1. In your own words, what do you think the most important goals of SHIRIM III are? Overall, do you feel like SHIRIM III was able to achieve these goals? Please explain.
2. Did SHIRIM III help your team explore different strategies to translate evidence into policy? Following that exploration, did SHIRIM III help your team identify the best fitting strategies for your specific context? Can you speak a bit more about how SHIRIM III did those (the exploration and identification of strategies)? Which strategies then, if any, were most useful in your country? Why do you think they are useful?
3. Did SHIRIM III help strengthen your teams' ability to apply the best strategies to translate evidence to action in your context - like to change policy or practice? How so? Did SHIRIM III facilitate you to share your experience in this application of strategies? How so? Can you provide some examples of successful application of strategies in your context, if any? Have you used these knowledge translation strategies elsewhere? Please elaborate. Do you see yourself or your team keep using any of these strategies in the future? Why or why not?
4. Did SHIRIM III help facilitate learning, collaboration, and exchange within your country hub? What formats or strategies do you feel worked well? What could be improved? Can you share any examples of some successful collaborations or exchanges?
5. Regarding the topic being discussed in point 2-4 above, do you think that different participants or groups of participants in SHIRIM III in your hub may have had a different experience? What are (if any) these differences and why do you think they happened?
6. Can you think of any other impact (positive or negative) that SHIRIM III has had that you want to mention, or anything else you would like to add before we move on to the next section of questions?
7. Earlier in the interview, we spoke a little about some of the knowledge translation strategies that SHIRIM III used. We know that there are also specific tools used for knowledge translation that SHIRIM III has introduced. How has your team sustained, embedded, or integrated these tools into your work, if at all? Have you encountered any challenges? Do you think your team will continue to use these tools? Why or why not? How do you plan to do that, or in what ways?
8. What were some of the key takeaways you and your team gained from the knowledge exchange opportunities facilitated by SHIRIM III? How has your team sustained, embedded, or integrated some of these key takeaways into your work? What worked, and what did not?
9. What other topics would you like to see SHIRIM III tackle in the future?
10. SHIRIM III aimed to help build and strengthen a knowledge exchange network at both the national (in your country) and international (between country hubs) levels. Do you feel your

team will continue to utilize these connections beyond SHIRIM III? If yes, how do you see this network being most useful? If not, how could this network be strengthened or improved?

11. In your perspective, how has SHIRIM III helped shape or change SRHR policies and practices in your country? Can you share some instances or examples of these? How and in what ways SHIRIM III led to those examples?

12. In your opinion, do you feel that SHIRIM III and the knowledge products you created have contributed to improving the SRHR situation in your country? If yes, in what ways? If not, why not? What barriers did you encounter?

13. Do you feel like you and your team had adequate resources (financial, human resource, network, technical expertise, etc.) to successfully participate in SHIRIM III? If not, what were some of the challenges you faced, and how do you think this could have been avoided or improved? Do you feel like these resources have been used wisely? Why or why not? To what extent do you feel like the 'mental,emotional, or psychological energy' you spent for SHIRIM III was (if it was) worth the outcomes? Why so? Do you feel that SHIRIM III aligns with relevant policies, strategies, and initiatives in your own organization? Why or why not? Do you feel it aligns with those of other key players in the SRHR spheres at the local/national level? Why or why not? What about at the international level? Why or why not?

14. Do you know any similar initiatives like SHIRIM III in your context? What about internationally? If yes, can you explain further? Was there any effort made in SHIRIM III to avoid doing the same thing as other initiatives or to collaborate with similar initiatives?

15. Do you feel that SHIRIM III aligns with Share-Net's strategic plan and Theory of Change? Please explain why or why not.

16. Do you feel that SHIRIM III is aligned with the needs, priorities, and goals of your hub's members and/or partners? Please explain why or why not.

17. Is there anything else you would like to draw our attention to?

18. What would you like to take away from this evaluation?

19. Reflecting from our conversation, do you have any suggestions for the improvement of SHIRIM in the future?

Guides for End Users of Knowledge Products

1. In your perspective, how has SHIRIM III helped shape or change SRHR policies and practices in your country? Can you share some instances or examples of these? How and in what ways SHIRIM III led to those examples?

2. In your opinion, do you feel that SHIRIM III and the knowledge products created through it have contributed to improving the SRHR situation in your country? If yes, in what ways? If not, why not? What barriers were there?

ANNEX 2: Participant Information Sheet

- Thank you for agreeing to take part in the interview/focus group discussion. This interview/discussion is part of the evaluation for SHIRIM III which is currently being conducted by RAISE Global Health, which is hired as consultant by Share-Net International. We thank you for your time and effort in making the time for your participation in the study.
- The goal of the interview/discussion is to collect information, insights, and experiences of various elements that are being evaluated for SHIRIM III. The present document is an information that is distributed to all participants. Please read the document before the interview/discussion.
- The results of this evaluation will be shared with Share-Net International as the client.
- Participation in this evaluation is voluntary – you have the right not to agree with being interviewed without being obliged to share your reasons.
- If you participate now, you can still withdraw at any time. You can also refuse to answer any question without any consequences of any kind.
- You can withdraw permission to use data from your interview/discussion within four weeks after the interview/discussion, in which case the material will be deleted. To do so, you may contact the interviewer (see contact details below).
- You can ask questions during the interview/discussion and ask for clarifications.
- Ideally, the interview may be video or audio-recorded. The recording will only be used by interviewers to facilitate the subsequent transcription of the interview. The recording will

then be deleted and not stored anywhere. If you are not comfortable being video recorded, you have the right to turn off your video mode. If you do not want to be recorded at all, it is enough to say so. In this case, the interviewer will take notes while interviewing you.

- All information you provide for this evaluation will be treated confidentially. In any report on the results of this research your identity will remain anonymous. This will be done by changing your name and disguising any details of the interview/discussion which may reveal your identity or the identity of people you speak about. Disguised extracts from the interview/discussion may be quoted in the final report.
- Contracting organization does not have access neither to the recording, nor to the anonymized transcript of this interview.
- You are entitled to access the information you have provided at any time while it is in storage as specified above.
- You are free to contact any of the people involved in the research to seek further clarification and information even after the interview has ended.

Names and contact details of the evaluation team: _____

ANNEX 3: Evaluation Matrix