FROM SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS EVIDENCE INTO ACTION

SHARE-NET INTERNATIONAL

PROPOSAL

2020-2024

KIT Royal Tropical Institute

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ACRONYMS AND ABBREVIATIONS

ABC	Abstinence, Be faithful, and use Condoms		ICT	Information and Communication Technologies
ABM	Annual Business Meeting		IDRC	International Development Research Centre
AIDS	Acquired Immune Deficiency Syndrome		IEC	Information, Education and Communication
BF	Burkina Faso		INGOs	International Non-Governmental Organisations
BMGF Foundation	Bill and Melinda Gates		IPPF	International Planned Parenthood Federation
BZ	Ministerie van Buitenlandse Zaken		KM	Knowledge Management
CoP	Community of Practice		KP	Knowledge Platform
CoPs	Communities of Practice		LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
CSOs	Civil Society Organisations		LMICs	Low Middle Income Countries
CSW	Commission of the Status of Women		M&E	Monitoring and Evaluation
DOS	Department of Statistics		MDGs	Millennium Development Goals
DPSHA	Direction De La Promotion De La Santé, Hygiène Et Assainissement		MEL	Monitoring Evaluation and Learning
FB	Facebook		MENA	Middle East and North Africa
FP	Family Planning		MoFA	Ministry of Foreign Affairs
GBV	Gender-Based Violence		MoU	Memorandum of Understanding
GEWE	Gender Equality and Women's Empowerment		MSI	Marie Stopes International
GFF	Global Financing Facility		MTR	Mid Term Review
GTF	Gender Task Force		NGOs	Non-Governmental Organisations
GUSO	Get Up Speak Out		OECD/DAE	Development Assistance Committee of the Economic Cooperation and Development
HIV	Human Immunodeficiency Virus			
HPC	Higher Population Council		PMEL	Planning, Monitoring, Evaluation & Learning
HRC	Human Rights Council			
IBP Incitative Initiative+	International Best Practice		RH	Reproductive Health
ICI	Initiatives Conseil International Santé		RMNCAH	Reproductive, Maternal, Newborn, Child and Adolescent Health
ICPD	International Conference on Population and Development		SACODE	Association pour la Santé des Communautés pour le Développement

SafAIDS	Southern Africa HIV and AIDS Information Dissemination Service	SRH	Sexual and Reproductive Health	
SDG	Sustainable Development Goals	SRH&RR	Sexual and Reproductive Health and Reproductive Rights	
SHIRIM	Share-Net International Rapid Improvement Model	SRHR	Sexual and Reproductive Health and Rights	
SIDA	Swedish International Development Cooperation Agency	SSA	Sub-Saharan Africa	
		STI	Sexually transmitted infections	
		ToC	Theory of Change	
SN-BD	Share-Net Bangladesh	UN	United Nations	
SN-BDI	Share-Net Burundi	UNFPA	United Nations Population Fund	
SN-JO	Share-Net Jordan	UPR	Universal Periodic Reviews	
SN-NL	Share-Net Netherlands			

1. INTRODUCTION

In 2013, Share-Net was commissioned by the Dutch Government to lead the knowledge platform on Sexual and Reproductive Health and Rights (SRHR), one of five knowledge platforms established by different ministries. At the time, the Dutch Ministry of Foreign Affairs (MoFA) called for specialised institutions able to respond to complex development issues and interact with policy makers in support of evidenced-based policies[1]. With a four-year programme support from the MoFA, Share-Net International has invested in the development of participatory and inclusive mechanisms in the countries it works to encourage knowledge management for development aimed at informing SRHR policy and practice. The four-year programme had a budget neutral extension for two years until the end of 2019. Within this period, positive evaluation reports[2,3] of Share-Net International as a knowledge platform recommended the need to continue to address SRHR issues and expand its knowledge brokering processes through knowledge creation, exchange and use.

This proposal is inspired by the positive evaluation outcomes and is largely informed by the 5-year Share-Net International strategic plan 2020-2024. The proposal has been developed under the guidance of a Task Force consisting of representatives of the Board and Steering Committees and the host of the SRHR Platform, KIT Royal Tropical Institute. The members of all four hubs were consulted via a questionnaire which addressed amongst others the following main topics: Link SRHR to gender equality and women's rights, the set-up of new country hubs and desired activities for the upcoming five years. The Steering Committees of all hubs met to discuss and finalise outcomes on the member consultation. Finally, the Board agreed on the broad areas of development and made some key decisions around staffing of the secretariats and the selection process for new country hubs.

This proposal outlines the problem statement and justification to continue and expand the SRHR knowledge platform in chapter two; background information about Share-Net International including the institutional set-up and the Theory of Change (ToC) in chapter three; an exposition of the expected knowledge management activities to influence policy and practice divided in pathways in chapter four; an explanation of the cross-cutting results areas for the coming five years in chapter five; a description of the overarching Share-Net International activities in chapter six; explanation of the staff structure and link to the host organisation and the Ministry of Foreign Affairs in chapter seven; an overview of the strategic planning, monitoring and learning in chapter eight and finally a narrative on the proposed budget in chapter nine. A detailed budget and narrative will be sent as a separate file as well as Annex 1 and 2.

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[1] Ellen Lammers & Daniëlle de Winter, DBMresearch, The Gold Standard: Exploring the added value of the Dutch knowledge platforms (2017). The Netherlands, https://share-netinternational.org/gold-standard-exploring-added-value-dutch-knowledge-platforms/

[2] Kaleidos & Ghent University (2017). Evaluation of Share-Net International, The Knowledge Platform on Sexual and Reproductive Health and Rights. The Netherlands.

[3] Ellen Lammers & Daniëlle de Winter, DBMresearch, The Gold Standard: Exploring the added value of the Dutch knowledge platforms (2017). The Netherlands, https://share-netinternational.org/gold-standard-exploring-added-value-dutch-knowledge-platforms/

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2. PROBLEM STATEMENT AND JUSTIFICATION

Since the landmark 1994 International Conference on Population and Development (ICPD) and key United Nations (UN) conferences, much progress has been made in advancing attention for SRHR at global and country-levels[4]. However, many people, in particular women and girls in Lower and Middle Income Countries (LMICs) still face limited access to essential SRHR information and services. The access gap restricts the freedom of choice for millions of those who have to cope with the consequences of gender-based violence, sexually transmitted infections (STIs), including HIV, unintended pregnancy, complications of pregnancy and childbirth, unsafe abortion, unsatisfactory sex life, infertility, and reproductive cancers.

Both the ICPD follow-up Programme of Action (PoA) and the recently adopted 2030 Agenda in the form of Sustainable Development Goals (SDGs), emphasised the need to secure the rights of all individuals as a crucial step to the empowerment of women and girls. Specifically, SDGs 3 and 5 refer to SRHR and gender and women's empowerment, with targets for universal access to SRH and Reproductive Rights[5]. Such international commitment to SRHR is a good starting point to advocate for improvements in policies and programmes for women empowerment at the national and local levels.

However, globally, the opposition to respecting, protecting and fulfilling sexual and reproductive rights is growing[6,7,8,9], especially regarding adolescent SRHR information and services, safe abortion, and services for LGBTI and other key populations. Also, in some western countries, there is a move towards more restrictive laws and policies. In addition, the realisation of SRHR rights is hampered by slow changes or regression in normative frameworks, a lack of voice, in particular of marginalised groups, and persistent gender discriminatory norms. Social norm change in particular has been difficult to address in SRHR programming and the need for a greater understanding of the interlinkages between SRHR, gender equality and women and girls' empowerment remains urgent. The Dutch Government set up "She Decides" in 2017, as an international initiative to raise financial and political support for SRHR worldwide, in response to the Trump Administration's re-instating of the Global Gag Rule.

[4] Ministry of Foreign Affairs/IOB (2013), Achieving universal access to sexual and reproductive health and rights. Synthesis of multilateral contribution to advancing sexual and reproductive health and rights (2006-2012). The Hague: IOB, https://www.government.nl/documents/reports/2013/10/01/iob-achieving-universal-access-to-sexual-and-reproductive-health-and-rights.

[5] United Nations, SDGs, 17 Goals to transform our world. Goal 3: Ensure healthy lives and promote well-being for all at all ages, http://www.un.org/sustainabledevelopment/health/

[6] Tellier, S and S. Lund (ed.) (2013), Sexual and reproductive health and rights: Agreements and Disagreements. A background document of the evidence (3rd edition), Third edition, Copenhagen: Building Stronger Universities, Working Group on Sexual and Reproductive Health, http://bsuhh.org/fileadmin/user_upload/bsu-hh/Thematic_Working_Group/SRHR-Background-paper-20130806.pdf.

[7] Ministry of Foreign Affairs/IOB (2013), Balancing ideals with practice. Policy evaluation of Dutch involvement in sexual and reproductive health and rights 2007-2012. The Hague: IOB, http://www.rijksbegroting.nl/system/files/18/buza-beleidsdoorlichting-seksuele-en-reproductieve-gezondheid-en-rechten.pdf.

[8] Françoise Girard (2014), Taking ICPD beyond 2015: Negotiating sexual and reproductive rights in the next development agenda, Global Public Health 9(6):607-19, http://dx.doi.org/10.1080/17441692.2014.917381.

[9] IPPF (undated), Locally owned, globally connected: a movement for change. Strategic Framework 2016-2022, http://www.ippf.org/sites/default/files/ippf_strategicframework.pdf.

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Achieving the SDGs targets related to SRHR require that programme implementation strategies are informed by the best available evidence, which also places different but related responsibilities on the various actors in development. While researchers are required to conduct more societally relevant research; policy-makers need to be more transparent in making evidenced-informed policies; and programme implementers need to show programme efficacy, effectiveness and relevance. These different actors often try to discharge their respective responsibilities in silos, widening the SRHR evidence-to-practice gap. Factors that contribute to this problem include lapses in communication between researchers and practitioners, and service delivery issues such as lack of public awareness, poor financing and a non-supportive political atmosphere on sensitive SRHR issues. Scientific publications of research on intervention effectiveness, which do not provide information useful for wide scale public health dissemination, also add to the problem, leading to either too narrowly focused interventions or programmes that do not engage or meet the perceived needs of the target populations.

These mistakes must not be repeated. Especially addressing sensitive and challenging issues such as SRH rights and gender equity require a strengthened connections between actors in the different fields to share, use and contribute to each other's knowledge development and products and simultaneously work towards a world in which gender equality and the empowerment of women and their environment are self-evident. Such collaborative efforts can bring research-based evidence to the attention of those who could use it or make research-based evidence available in a format that can be readily retrieved when needed.

2.1. JUSTIFICATION

It is a critical and exciting moment in time, as globalisation has created both opportunities and challenges. The process of globalisation has accelerated faster than ever. Borders cease to exist and cultures, norms and values interact and mix, creating colourful and diverse societies. However, climate change and population growth place enormous pressure on natural resources, health services, food security, economic development and social stability, and due to this pressure, human rights are increasingly compromised.

The population will grow to an expected number of almost 10 billion people by 2050, and urbanisation and migration are increasing. Today, there are 1.8 billion people between the ages of 10-24 and they are the largest generation of youth in history. Close to 90 per cent of them live in developing countries, where they make up a large proportion of the population. Their numbers are expected to grow—between 2015 and 2030 alone, about 1.9 billion young people are expected to turn 15 years old[10]. Young people want and do drive social progress and inspire change towards the realisation of their rights, including SRHR.

Investments in SRHR need to go beyond direct SRHR and health-related benefits, and have an impact on broad social and economic benefits for women, families and societies, such as increases in women's and children's education, increases in women's earnings and reductions in poverty and youth empowerment (SDG #3, #4, #5, and #1, #2, #10). Gender inequalities often determine whose rights are violated and who can access healthcare. Women and girls continue to face gender-specific health risks, including female genital

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[10] United Nations (undated). Youth and the SDGs. https://www.un.org/sustainabledevelopment/youth/

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mutilation/cutting (FGM/C), and complications during pregnancy and childbirth such as obstetric fistula. Although the linkages between SRHR and gender equality are well recognised (SRHR being a stand-alone SDG5 goal), knowledge and tools are still lacking to include SRHR as a core strategy in efforts to enhance other development goals. Furthermore, gender mainstreaming in SRHR programming remains a challenge: limited attention for intersecting inequalities and social and institutional gender norms impedes the achievement of SRHR outcomes *for all*.

As described in chapter five on cross-cutting issues in the coming years, Share-Net International strives to reinforce the SRHR+ agenda by strengthening linkages between SRHR, gender equality as well as investments in youth. In addition, by further investigating how SRHR, gender equality, women's and youth empowerment are enablers and accelerators for all Sustainable Development Goals (SDGs). In doing so, Share-Net International will also pay attention to the fact that people living with a disability and LGBTQI are often subjected to harmful stereotypes and myths, and are more likely to be victims of physical and sexual abuse and rape. They are entitled to realise their full SRH rights and should have their bodily integrity guaranteed[11].

Through the present theory of change that was developed by a participatory process and deliberate dialogues, Share-Net International is in the best position to continue to address these gaps by offering excellent networking opportunities to its members; providing a unique link of the entire Dutch SRHR community to international partners, which contributes to the Dutch reputation of openness and collaboration with civil society organisations; bringing together different actors (policy-makers, practitioners and researchers) in SRHR around the table; and creating opportunities for learning between the different hub members to deepen knowledge and understanding of SRHR from a gender and human rights perspective.

The Share-Net International Rapid Improvement Model (SHIRIM), which is a collaborative approach involving all the hubs, allows for relatively fast improvements in policy and practice through action and learning cycles. The small grants facility offers opportunities for members to implement smaller applied research projects and to use new knowledge for policy and practice. The upcoming co-creation conference is another innovation where different members and international partners will jointly co-create knowledge products around two important themes that will enhance the implementation of evidence informed policies and practices in SRHR.

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[11] Starrs, A. M., Ezeh, A. C., Barker, G., Basu, A., Bertrand, J. T., Blum, R., ... & Sathar, Z. A. (2018). Accelerate progress—sexual and reproductive health and rights for all: report of the Guttmacher–Lancet Commission. The Lancet, 391(10140), 2642-2692.

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3. ABOUT SHARE-NET INTERNATIONAL

3.1. BACKGROUND

Share-Net started as a Dutch network on SRHR including HIV and AIDS, and has a long history. In 2001, KIT Royal Tropical Institute (KIT) with support from the Dutch Ministry of Foreign Affairs (MoFA) initiated the network which proved over the years to fulfil a specific need and niche for different SRHR stakeholders working in international development in the Netherlands to increase the knowledge base and collaboration to inform and enhance their work[12,13,14].

When setting up the Share-Net secretariat, KIT built on its prior experience hosting the AIDS Coordination Bureau (ACB, since 1987). Over the years, the scope and constituency were expanded to include sexual and reproductive health and rights (SRHR) issues and extend membership to include related organisations, leading to the absorption of the ACB into Share-Net. In 2001, four working groups and their thematic meetings were the core of Share-Net's activities: working groups on 1. AIDS, 2. SRH, 3. Sector-Wide Approach (transformed in 2003 into a working group on Health System Development) and 4. Applied Research. In 2008, the network pursued the thematic areas of integration of SRH and HIV/AIDS,

Highlighted activity #1 Youth Week

An interactive youth-centred event where the exchange of knowledge, practice, gaps and research of Comprehensive Sexuality Education and Youth Friendly Health Services was conducted. Speakers and 260 participants from over 40 organisations and universities engaged in debates, interactive workshops, panel discussions, marketplaces and networking activities.

(healthy) sexuality, key populations and integration in health systems, and the provided information services were enriched with a website and (bi-weekly) newsletters. Share-Net had a paying membership structure from the beginning and received financial support from the MoFA, and the United Nations Population Fund (UNFPA).

Between 2001 and 2013, the focus of Share-Net has been on knowledge sharing, policy dialogue and networking. When in 2013 KIT won the tender and Share-Net transformed into the international knowledge platform on SRHR as part of five knowledge platforms initiated by the MoFA, additional objectives of translating and generating new knowledge were added. Since then, universities and knowledge institutes also became stronger partners in the network and national knowledge networks in three other countries were included in addition to the Netherlands: Bangladesh, Burundi, Jordan, referred to as 'country hubs'. These national networks serve as conduits for situation assessments, defining research priorities, facilitating research participation by country institutions and hosting the local knowledge base/platform. They also

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[12] Ellen Lammers & Daniëlle de Winter, (2017). The Gold Standard: Exploring the added value of the Dutch knowledge platforms. The Netherlands, https://share-netinternational.org/gold-standard-exploring-added-value-dutch-knowledge-platforms/

[13] Esther Jurgens, (2010). Share-Net Stocktaking Assessment Findings & Recommendations. The Netherlands

[14] Kaleidos & Ghent University, (2017). Evaluation of Share-Net International, The Knowledge Platform on Sexual and Reproductive Health and Rights. The Netherlands.

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stimulate the participation of key international partners and regional and national actors in SRHR, based in their countries.

Knowledge Brokering is the core business of Share-Net International and the Country Hubs have focused in the first years mainly on knowledge generation and dissemination and moved focus later on to knowledge translation and use. Examples of knowledge brokering activities that were successfully implemented are the newsletters, websites, thematic meetings, policy briefs, (thematic) Communities of Practice (CoPs) and conference debriefs. At the end of 2018, Share-Net International consisted of 503 members, covering all dimensions of SRHR work. All key organisations working on international SRHR issues actively participate in the CoPs. Share-Net International offers a neutral ground for open and critical discussions, co-creation and mutual learning around state-of-the-art knowledge. Members greatly value these interactions and other forms of

Highlighted activity #2 Contraception and Abortion

On contraception and abortion Share-Net International implemented several activities, such as a meeting to shape the global response on the Global Gag rule with speakers from Guttmacher, International Planned Parenthood Federation and the European Parliamentary Forum on population and development.

Also, during the first anniversary of SheDecides, Share-Net organised an online campaign to show the impact of SheDecides on the work of our members.

knowledge sharing, dissemination, opportunities and commentary which all help them to improve their work. This includes improving SRHR service delivery, stronger SRHR components in their program development and enhancing advocacy with tools and information gathered by Share-Net International (*"The added value is in the whole: the multiplicity and diversity of activities and how these complement each other"*[15].

The Share-Net International's five-year strategic plan 2018-2022 describes its vision, mission, core values, (strategic and operational) objectives, and defines the most appropriate business model of Share-Net International. For more information on the 5-year strategic plan, see: Five year strategic plan Share-Net International.

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[15] Ellen Lammers & Daniëlle de Winter, DBMresearch, The Gold Standard: Exploring the added value of the Dutch knowledge platforms (2017). The Netherlands, https://share-netinternational.org/gold-standard-exploring-added-value-dutch-knowledge-platforms/.

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Our Vision

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

Our Mission

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

A 2017 review, named the Gold Standard, of the five Knowledge Platforms[16] as well as an evaluation of the work of Share-Net International concluded that there is still a need to continue its knowledge brokering activities to advance the SDGs SRHR related targets. The gold standard report confirmed the clear need for a continuation of Knowledge Platform on SRHR (p18); and concluded that "Researchers and practitioners in the Netherlands view Share-Net International as the platform par excellence to be part of when working on SRHR issues with an international outlook." Also, the evaluation of Share-Net International in 2017 showed that the SRHR knowledge platform stood out amongst the Dutch five knowledge platforms.

3.2. INSTITUTIONAL SET-UP

In 2018, the *International* Board of Share-Net International was established after a consultation process with the members and steering committees resulting in a revised, more inclusive governance structure.

Share-Net International is structured around two complementary management levels: the country level and the international level. The structure is visualised as follows.

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[16] Ellen Lammers & Daniëlle de Winter, DBMresearch, The Gold Standard: Exploring the added value of the Dutch knowledge platforms (2017). The Netherlands, https://share-netinternational.org/gold-standard-exploring-added-value-dutch-knowledge-platforms/.

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Box 1: Governance structure Share-Net International
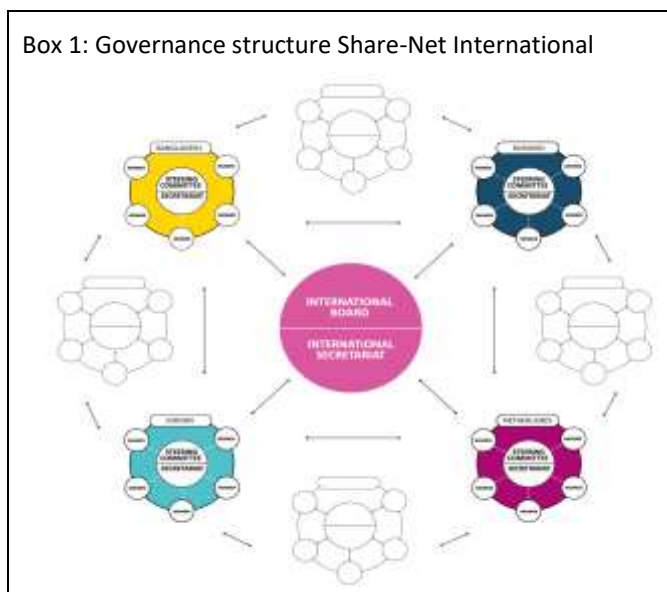
The structure of Share-Net International consists of the country hubs (non-coloured hubs represent those yet to be established). It shows the communication and collaboration lines between the hubs, the international Board and International Secretariat (indicated by the arrows). Each of the hubs are hosted by a local organisation that has been identified during identification missions in the hubs. These local host organisations are contracted by KIT Royal Tropical Institute, who is the contract holder and host for the entire Knowledge Platform.

Share-Net International organisation

At international level, there are three distinct entities:

- The Share-Net International Board, whose main task is to decide on the strategic direction, provide general oversight to the entire network and see to it that the shared ambitions are met;
- The Share-Net International Secretariat, responsible for providing management support services to the International Board, and the coordination of international knowledge platform activities and external relations;
- The host organisation of the Share-Net International Secretariat that provides technical and administrative support services for the Share-Net International Secretariat, guided by an MoU or contract.

Country level organisation

At country level there will be four distinct entities:

- The country hub, which comprises several CoPs with members, who are interested, willing and committed – on a voluntary basis – to exchange and at times generate information and/or implement joint activities, in such a way that their individual (or organisational) autonomy remains intact.
- The national Steering Committee, comprising a small group of elected members, which provides policy oversight, overall (technical) leadership and direction to the country hub.
- The national Secretariat, responsible for facilitating proper network management, coordination and membership support, as well as administrative support to the national Steering Committee.
- A host organisation for the national Secretariat that provides technical and administrative back-up support services, based on, and legally guided by a signed Memorandum of Understanding (MoU) or contract.

The ultimate responsibility for the operations of the Knowledge Platform on SRHR lies with KIT Royal Tropical Institute for contracts that are managed through them. KIT subcontracts the host organisations of the

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secretariats and these are accountable to KIT. The hubs are expected to provide quarterly financial reports and semi-annual activity reports of which the second is the annual report. The hubs will all have independent accountants that review and approve their financial statements annually. The KIT Royal Tropical Institute has the final accountability towards the ministry and will follow contractual obligations such as monitoring and reporting, planning and financial management.

Communities of Practice

Within every hub there are Communities of Practice (CoPs) active. Through moderated CoPs Share-Net International members will contribute to, discuss, share, discuss, use, and have access to evidence and knowledge products that are most relevant to specific areas of work for improved SRHR policies and practices.

The Communities of Practice are involved in knowledge management and matchmaking and specific topics form the conduit for structured learning between the hubs. Share-Net International has a strong convening power through the operations of its CoPs that are operational in all of the country hubs. In the CoPs knowledge is generated, shared and translated into policy and practice. The CoPs develop annual workplans and organise the events for that year together with the hub secretariats. Examples of activities organised by the CoPs are thematic meetings, round tables and workshops. CoPs also do small scale research, develop policy papers and infographics, etc. Active CoPs may differ over time. Some remain stable and active and others are set-up if members identify new important topics that call for a new CoP.

3.3. THEORY OF CHANGE: LINKING RESEARCH, POLICY AND PRACTICE

The attention to and demand for stronger linkages between research policy and practice is increasing, especially in fields concerned with sensitive and challenging issues such as SRHR. Academic institutes are being encouraged to conduct more societally relevant research, NGOs are required to show programme efficacy, and policies need to be transparent and evidence-informed. Linkages between research, policy and practice can be best strengthen by improving the knowledge flows between this fields[17].

As a knowledge Platform Share-Net International serves as an information intermediary, knowledge translator, knowledge broker and/or innovation broker depending on the specific context and needs of the actor involved[18]. It has a unique position in bringing together SRHR researchers, policymakers, implementers, the private sector, advocates and media actors around the table to foster a continued dialogue, gather evidence and ensure state of the art knowledge and experiences to inform policies and programmes—the core business of the Knowledge Platforms' knowledge management and match-making process. Share-Net International addresses both sensitive and neglected topics, offering a safe space for our members to discuss these.

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[17] Crichton, J., & Theobald, S. (2011). Strategies and tensions in communicating research on sexual and reproductive health, HIV and AIDS: A qualitative study of the experiences of researchers and communications staff. Health Research Policy and Systems, 9, S4.

[18] Billie de Haas (2016). Perspectives on strengthening linkages between research, policy and practice. Working paper. The Netherlands.

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The Theory of Change of Share-Net International shows how the Knowledge Platform on SRHR aims to achieve impact and outcomes across the 4 pathways of Knowledge Management. Additionally, it shows the importance of developing the network itself through communities of practice. The assumptions in the Theory of Change (ToC) provide insight into the underlying thinking and logic. See the ToC visual below for information at a glance on how our activities, pathways, and outcomes are meant to lead to impact.

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

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

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

Rationale: communities of practice[19] (CoPs) are at the heart of Share-Net International; they can operate at country, regional, and international level and can be topic based; by establishing CoPs, Share-Net International aims to create common ground and inspire CoP members (researchers, policy-makers, practitioners, the media and private sector representatives). Share-Net International acts as a match-maker, promoting interactions among CoPs members and encouraging them to share knowledge to facilitate learning, and ultimately, use knowledge to improve policy and practice [20].

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

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

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

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

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

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[19] Knowledge Management Strategy of Share-Net International.

[20] Wenger, Etienne; McDermott, Richard; Snyder, William M. (2002). Cultivating Communities of Practice. Harvard Business Press; 1 edition. ISBN 978-1-57851-330-7.

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The underlying assumption is that CoPs are able to agree on existing political and societal knowledge gaps in SRHR and priority research agendas, and are able to identify SRHR priorities and the best conditions for joint learning.

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

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

The underlying assumptions are: Active participation (engaging in dialogues where best practices and lessons learned are openly shared) of CoP members from the fields of research, policy and practice removes barriers and contributes to strengthened linkages between these fields; Members have better access to SRHR knowledge and information that is generated, shared, translated and promoted through and by Share-Net International and through active participation in network activities; Share-Net secretariats have the means and capacity to facilitate CoPs and their knowledge management activities.

The following five pathways contribute to the different outcomes: Knowledge generation, Knowledge sharing: Knowledge translation, Promotion of knowledge use, Network development and matchmaking. In the next chapter these five pathways will be further elaborated upon and planned activities per pathway described.

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16

THEORY OF CHANGE

Share–Net
International
The Knowledge Platform on
Sexual and Reproductive Health & Rights

PATHWAYS

OUTCOMES

IMPACT

KNOWLEDGE GENERATION

KNOWLEDGE SHARING

KNOWLEDGE TRANSLATION

PROMOTION KNOWLEDGE USE

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

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

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

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

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

SHORT TERM · **INTER-MEDIATE** · **LONG TERM**

COMMUNITIES OF PRACTICE

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 · 2 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

4. KNOWLEDGE MANAGEMENT FOR POLICY AND PRACTICE

This chapter describes the outcomes for the five pathways as laid out in the ToC. Each of the existing hubs and Share-Net International have contributed their ideas for topics to address and activities to implement in the coming years and set targets for their knowledge management, learning and networking. Targets may change when actual annual plans are developed, as always in a consultative process with the Share-Net hubs, under the guidance of the Share-Net International board in which the hubs are represented.

4.1. PATHWAYS

In the Theory of Change different pathways are identified which contribute to the different outcomes of the work of Share-Net International and its hubs.

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

4.2. KNOWLEDGE GENERATION

The first pathway in the ToC deals with **knowledge generation.** Share-Net International is addressing priority knowledge gaps through research and further analysis and synthesis of existing data. It is a fundamental first step in all knowledge management processes. CoPs work towards bringing together existing and tacit knowledge (desk reviews and policy analysis) and identifying research agendas. Research agenda's will be developed for the new hubs in 2021 and updated for the existing hubs in 2022. In the next five years, the existing and the additional country hubs will conduct knowledge generation activities through the following strategies:

Share-Net Bangladesh will generate knowledge through research fellowship, by reviewing policy, by generating recommendations in the knowledge fair through involvement of young people, through SHIRIM and through an annual advocacy meeting with the government.

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Share-Net Netherlands aims to win 2 research grants per year or more from different sources. Every year one or more desk reviews/policy review papers will be written.

Share-Net Burundi will do a desk review for each CoP topic they will work on during a specific year. This amounts to 4 reviews in the 2020 and 7 in the following years.

Share-Net Jordan will prepare a position paper for each of the CoPs that they will establish. The topics of these are included under the next heading indicating the CoPs.

Indicator number	Indicators	2020	2021	2022	2023	2024
1.9	# of hubs with clear research priorities updated every 5 years		4	8		
1.6	# of desk, narrative reviews, position papers and policy analysis completed	BNDI 3 NL 1 BND 2 JO 2 New 0	BNDI 3 NL 2 BND 2 JO 2 New 4	BNDI 3 NL 2 BND 2 JO 2 New 8	BNDI 3 NL 2 BND 2 JO 2 New 8	BNDI 3 NL 2 BND 2 JO 2 New 8
1.4	# of research small grants with actionable recommendations completed	3	3	3	3	3
1.8	# of articles published by Share-Net International and its members	1	2	1	2	2

4.3. KNOWLEDGE SHARING

In the second pathway, Share-Net International aims to share both new and existing knowledge by disseminating through a wide range of channels and tools. In this way, Share-Net International makes research findings and data available and accessible for policy makers and practitioners. On the longer term, Share-Net International aims to stimulate policy-makers and practitioners to apply knowledge into evidence informed SRHR programmes, policies and practice. The sharing of knowledge happens via digital ways and face to face meetings.

Dissemination through online communication channels

Disseminating and sharing of knowledge to members and the outside world is one of the key pillars of the knowledge platform on SRHR. Share-Net International has a quarterly newsletter in which key international developments in SRHR and large events are announced and the hubs provide overviews of what they have achieved in the past quarter. Each hub has their own newsletter varying from a bi-weekly in the Netherlands, a monthly in Bangladesh, a bi-monthly in Burundi and a quarterly newsletter in Jordan. Each hub uses different social media channels such as Facebook, LinkedIn, Twitter and others to share information and announce events. Each hub will revise their social media strategy. All hubs and Share-Net International have a website where information is shared, resources are stored, and members can join. Some of the hubs have on-line discussion groups. Burundi also has a WhatsApp group to share activities.

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Knowledge sharing events

The face-to-face knowledge sharing events can take different forms and shapes. Hubs organise, amongst others, round-tables, thematic meetings, knowledge fairs, workshops, consultations and/or lecture series. Practitioners, policy-makers and researchers are invited to those face-to-face meetings in order to facilitate exchange between those actors.

CoPs are being established by members, which enables them to connect, discuss and share SRHR knowledge. These CoPs are contributing to the organisation of face-to-face meetings. During the consultation process, the existing hubs identified a priority list of topics to work on in the coming years.

Share-Net International will convene the CoPs that emanate from the cross-cutting themes described in below and will facilitate CoPs that have common ground in all of the hubs. For SHIRIM and for the co-creation conferences, Share-Net International will select the topics in consultation with the hubs. Share-Net International will also facilitate CoPs about global topics such as on the Global Financing Facility (GFF). Others may be set-up once the need has been identified and resources are available.

Share-Net Bangladesh will organise CoPs on different themes which are relevant to the country's context. During the consultation a wide range of topics were mentioned such as 'Menstrual hygiene management for adolescents', 'Engaging men in family planning' and 'SRH services for people with disabilities'. Priority will be given to the gender equality and women empowerment issues in SRHR. Every year, two new CoPs will be set up and two meetings will be organised with the CoP members. Additionally, Share-Net Bangladesh will organise knowledge Fairs (1 per year), Student-NGO meetings (1 per year), Annual Advocacy meetings (1 per year) and Short Courses on Social and Behaviour Change Communication in SRHR & Gender in year 3 and 5.

Share-Net Netherlands will continue to encourage and facilitate CoPs. Current CoPs will continue into 2020 as long as desired and form new ones if requested by the member. The SN-NL secretariat will support CoP initiators to engage additional members, mobilise resources for activities if needed, and advertise events. There will at least be two additional CoPs per year. The type of activities that will be organised by SN-NL include thematic meetings, lecture series, roundtable sessions and specific activities focused on youth.

Share-Net Burundi will set up two new CoPs per year focusing for example on the topics of 'Linking performance-based financing to gender equality/SRHR', 'Access of women and girls to SRHR commodities and services in school and outside school' and 'Involving males in family planning and how to empower women in family decision-making'. All CoPs will meet twice a year. From 2021-2024, SN-BDI will select topics based on the context and either create additional CoPs or stop CoPs that no longer respond to current needs.

Share-Net Jordan will set up new CoPs focusing on GEWE and linkages to SRHR, Youth friendly RH services and RH services for people with a disability. Additionally, SN-JO will present and disseminate the results of research and scientific studies in universities and institutions concerned with sexual and reproductive health, gender equality and women's empowerment once they become available every year. They will also prepare and distribute a quarterly periodic publication in which key topics are reviewed and discussed.

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Indicator number	Indicators	2020	2021	2022	2023	2024
2.10	# of thematic sessions, research dissemination sessions, meetings, seminars, knowledge fairs by hub	BND 4 NL 9 BNDI 4 JD 4 New 0	BND 4 NL 10 BNDI 6 JD 5 New 4	BND 4 NL 11 BNDI 6 JD 5 New 8	BND 4 NL 12 BNDI 6 JO 5 New 12	BND 4 NL 13 BNDI 6 JO 5 New 12
	A network of SRHR CoPs is operational in all hubs, enabling members and strategic partners to connect, discuss and share, translate and co-create SRHR knowledge	4	8	8	8	8

4.4. KNOWLEDGE TRANSLATION

Knowledge translation is the third pathway of the ToC whereby Share-Net International ensures that evidence is presented in formats appropriate for the intended audience so they can be accessed, understood, and used by advocates, policy-makers, programme managers, practitioners, users, researchers, and representatives of the private and the media sectors.

In the past two years Share-Net International has invested especially in this pathway as this is where the hubs work closely together and share their learning and experiences, resulting in concrete products for use at country level with the potential to actually achieve improvements in SRHR policy and practice. In this way Share-Net International ensures that actual and effective learning is taking place between and within countries among policy-makers, practitioners and researchers.

Knowledge translation activities

Share-Net Bangladesh will develop and promote Information, Education and Communication (IEC) materials on different thematic areas of the newly formed CoPs. Share-Net Bangladesh will develop knowledge products such as infographics, interviews, books on collaboration with women led organisations and knowledge generation activities.

Share-Net Netherlands will stimulate specific work within the CoPs aimed at producing knowledge products for example policy papers, factsheets, etc. All of the thematic meetings will also result in the production of concrete knowledge products.

Share-Net Burundi will draft policy briefs on the identified focus areas of their CoPs. For 2020 the CoPs will prioritise the topics of gender equality and women's empowerment, youth SRHR, GBV, and infertility. Burundi will translate knowledge via user-friendly communication tools, like short films/videos, audios or IEC messages.

Share-Net Jordan will translate their research into English, prepare two policy briefs per year based on the priority topics of the CoPs. Share-Net Jordan will also develop two position sheets annually and other products based on upcoming needs.

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Indicator number	Indicators	2020	2021	2022	2023	2024
3.3	# of knowledge translation sessions in country hubs resulting in development of knowledge products	6	10	14	16	16
3.5	Knowledge is translated into knowledge products during co-creation conferences	1		1		1
3.6	Between country hubs learning is taking place through SHIRIM (1,5 years process)		1		1	

4.5. PROMOTION OF KNOWLEDGE USE

The fourth pathway addresses the **promotion of knowledge use**. Share-Net International aims to stimulate wider outreach of knowledge products and formats to be used by policy-makers and practitioners for improving policy and practice.

Share-Net International will continue to stimulate the hubs to work towards influencing policy and practice using evidence and research findings from a variety of sources. All of the hubs (except SN-NL) have indicated in their consultation that they want to do more towards advocacy at country level and they see a specific role for the hubs in this. Share-Net International will provide a training on advocacy for the hubs during one of the annual meetings.

Share-Net International will also explore how to leverage international processes whereby knowledge can influence policy making. An example of this could be taking advantage of the United Nations' Universal Periodic Review (UPR) process to advance the course of SRHR at the country levels and where applicable, through regional hubs. The UPR is a mechanism established by the United Nations General Assembly, which in 2006 mandated the Human Rights Council (HRC) to "undertake a universal periodic review, based on objective and reliable information, of the fulfilment by each State of its human rights obligations and commitments in a manner which ensures universality of coverage and equal treatment with respect to all States."[21]

Share-Net Bangladesh will interview experts to translate tacit to explicit knowledge and promote the use of this knowledge. During their annual advocacy meeting, they will also share policy reviews, knowledge products and give recommendations from the knowledge fair to inform the appropriate government body about current situations and gaps.

For Share-Net Netherlands there are fewer opportunities for direct use of knowledge as the hub works more indirectly through its members. Therefore, the round tables and policy meetings of the Netherlands will have a focus on international policy and practice and will be organised around international conferences and

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[21] UN General Assembly Res. 60/251, UN Doc. A/RES/60/251 (2006).

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conventions, for example ICPD and Commission of Status of Women (CSW). For advocacy, SN-NL has agreed in the past that with the variation in opinions amongst the members it would be difficult for SN-NL to represent all the opinions. Therefore, SN-NL will enable members to do advocacy by ensuring that the right information is available and knowledge products are developed that can help the members in influencing policy.

Share-Net Burundi will organise one specific meeting for each CoP per year that is focused on how the knowledge generated can be best used. SN-BDI also supports the ministry in making its annual plan for Reproductive, Maternal, Neonatal and Child Health/ gender (RMNCAH/gender) through their annual planning workshop which is based on a gap analysis.

Share-Net Jordan will submit policy briefs to decision makers and explain the implications of these for public policy. They will also organise one local SHIRIM per year on a topic that emanates from the research done in that year.

Indicator Number	Indicators	2020	2021	2022	2023	2024
4.2	# of critical dialogues, round tables with policy makers/ practitioners organised per hub	BND 2 NL 3 BNDI 1 JO 2 New 0	BND 2 NL 3 BNDI 2 JO 2 New 4	BND 2 NL 3 BNDI 2 JO 2 New 8	BND 2 NL 3 BNDI 2 JO 2 New 8	BND 2 NL 3 BNDI 2 JO 2 New 8
4.4	# of small grants which are aimed to promote knowledge use	5	5	5	5	5

4.6. NETWORKING

The fifth and last pathway of the ToC of Share-Net International is about **network development and matchmaking.** This pathway aims at setting up an empowered network of SRHR CoPs that are operational and enabling members and strategic national and international partners to connect, discuss, share, translate and co-create SRHR knowledge.

Additionally, Share-Net International provides a platform where match-making can take place. Hereby the needs of members will be linked to the services that partners can offer. For example, Share-Net International will set up a match-making platform between members and the private sector and between young researchers and NGOs in need of research.

Develop partnerships with national and international key players

In 2018, Share-Net International developed a concept note for the development of meaningful partnerships with international partners. These international partners share their vision and goals with Share-Net International and collaborations between them will leverage each other's work and strengthen linkages between research, policy and practice, and between SRHR, gender equality and development. In the last years, Share-Net International has established partnerships with international actors, amongst others Women Deliver, International Best Practice Initiative+ (IBP Initiative) and the Guttmacher Institute. The role of Share-Net International within these partnerships has proven to be very valuable in different ways, for

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example a national consultation round amongst Share-Net members and the Women Deliver management team took place to discuss their upcoming conference. For the Guttmacher Institute, Share-Net International organised the national launch of the 'Accelerate Progress - sexual and reproductive health and rights for all: report of the Guttmacher–Lancet Commission'.

In the next five years, Share-Net International will continue to connect and partner with key international stakeholders such as Marie Stopes International (MSI), Ipas, Sexual and Reproductive Health Matters Journal, Camber Collective, EngenderHealth and International Development Research Center (IDRC). For each partnership, Share-Net International will investigate and discuss the cooperation to ensure meaningful collaboration. It is important to clearly articulate for each partnership the purpose and the needs of each other.

Share-Net Bangladesh is interested in expanding its work with international and national partners who are working on the interface between SRHR and GEWE, for example on Gender Based Violence. SN-BD will partner with NGOs such as Ain O Shalish Kendra, Bangladesh Legal Aid and Services Trust and Naripokkho who are addressing violence against women and sexual harassment. Also, Share-Net Bangladesh will focus on women's participation in agriculture and will seek partnerships with World Vision Bangladesh and ActionAid Bangladesh. Another topic that will have specific attention in the coming years is early married girls and their income generating activities. For this topic, SN-BD will seek collaboration with Terres des Hommes.

Share-Net Netherlands will continue to engage with key players on SRHR and GEWE and develop new partnerships that may result in new rise of new member. SN-NL has just finalised a stakeholder mapping of organisations working on SRHR and GEWE domestically and will explore partnership opportunities using the results of this mapping. New partnerships will also be explored at annual work planning meetings, at conferences or as opportunities arise. Share-Net Netherlands has started collaboration with Wo=Men around amongst others the global UN processes of ICP and CSW.

Share-Net Burundi will reach out to the following organisations to build partnerships with:

- Engender Health, leader in implementation of gender-based violence and gender equality in Burundi.
- ISV-Centre SERUKA, local organisation in prevention and treatment of the causes of gender-based violence.
- NTURENGAHO, key local lead in providing care to pregnant teens.
- SACODE, leading local organisation in implementing programs on menstrual health for girls.

Share-Net Jordan, as a semi government organisation, has different types of natural partners than the other hubs. The Higher Population Council, as host of SN-JO, works as a national coordination body in the field of population, demographic information and coordinates between public, private and voluntary entities enhancing their participation in planning, management and implementation of population programs and projects in line with the National Population Strategy. The hub also has contacts with researchers and civil society and will continue to seek new partners.

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Specific relationships and consultations with MoFA and Embassies

Share-Net International will have brainstorm sessions on topics requested by the Dutch Ministry of Foreign Affairs and the Dutch Embassies in the country hubs. This is relevant for the hubs in countries with a Netherlands Embassy with technical capacity and activities on Health, SRHR and GEWE.

Share-Net Netherlands already functions as a sounding board for the MoFA and provides knowledge on certain topics. SN-NL aims to increase its role to provide evidence-based information for policy discussions. This may be ad hoc, or through regular policy consultations on set topics with specific CoPs. Share-Net International can broker MoFA relations with and input from partners (civil society and academia) in the Global South.

Share-Net Bangladesh will work with the Netherlands Embassy in Bangladesh to develop different knowledge products such as manifestos, interviews and organising the CoP meetings, annual advocacy meetings and knowledge fair collaboratively and foster advocacy movements. There are many SRHR projects funded by the Embassy. Share-Net Bangladesh will provide an opportunity to them to share their work to members of Share-Net Bangladesh through different meetings.

Share-Net Burundi will maintain its close relationship with the Netherlands Embassy and participate in activities that they plan (meetings), and discuss with them on how to take the SRHR agenda in Burundi forward. All information and reports that are developed are shared with the Embassy.

Share-Net Jordan has had regular meetings with the Netherlands Embassy in Jordan, who did not prioritise SRHR. There are good relations with the Human Rights expert. SN-JO will ensure that the embassy keeps informed about developments and invite them to the launch events of the national operational studies and national strategy. SN-JO will apply for calls on the topics of the Embassy's work so that the Embassy can be involved in their work and can partners in sexual and reproductive health projects, with gender equality /empowerment and the women's rights.

Indicator Number	Indicators	2020	2021	2022	2023	2024
5.2	# of (inter)national partnerships established by Share-Net International	3	9	15	20	25
5.13	# of identification missions for new hubs completed	4-5				
5.14	Capacity development for new hubs completed (if feasible by SHIRIM cycle of 18 months)		1			
5.3	Total # of Share-Net International country hubs with operational CoPs	4	8	8	8	8
5.15	Regular sessions with MoFA and Embassy staff to review specific SRHR topics (pressure cooker sessions)	2 per year per hub	2 per year per hub	2 per year per hub	2 per year per hub	2 per year per hub

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5. CROSSCUTTING RESULT AREAS FOR THE COMING 5 YEARS

This chapter describes three crosscutting result areas that Share-Net International will invest in the next few years. These include empowering youth, promoting SRHR, fostering gender equality and women's empowerment and the interlinkages between SRHR and other SDGs.

5.1. GENDER EQUALITY AND WOMEN'S EMPOWERMENT

During the coming five years Share-Net International will work towards establishing stronger linkages between SRHR and gender equality and women's empowerment. This work will focus on the intersection between SDG 3 and SDG 5 as explained in figure 1 below. This involves investing in integrating gender equality in the five Share-Net International knowledge pathways and establishing stronger linkages with other networks and organisations working on gender equality and women and girls' rights.

Figure 1. Intersection between SRHR and Gender Equality and Women's Empowerment
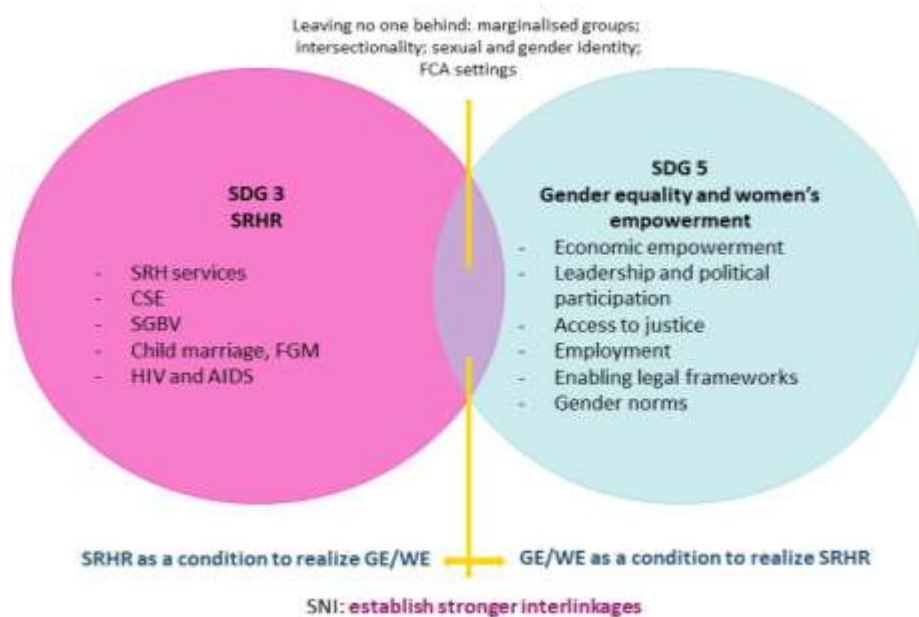
The initial focus will be on further exploring and deepening understanding of the interlinkages and complementarity between these two SDGs. Share-Net International will synthesise research and interventions that show impact where SRHR and GEWE interventions are combined. This will be followed by discussions on how joint programming can be done in practice. At the policy level the discussing will centre on how the GEWE lens can be better included in SRHR policy development and vice versa.

Share-Net International will seek opportunities to strengthen impact for vulnerable groups including women and girls, for gender equality and development: SRHR**+.** This means that more than before, Share-Net International will pursue stronger linkages with both the Gender Task Force (GTF) of the MoFA and the Social Development Department, Health and AIDS division (DSO/GA) through continuously updating them on

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Share-Net International activities and leveraging on national and international opportunities to work closely together.

To achieve the objective of SRHR+, Share-Net International proposes an incremental approach, building upon the existing experiences of its members and the hubs. Firstly, Share-Net International will set up an International Community of Practice with involvement of all the hubs that will prepare a roadmap for the gradual integration of Gender Equality and Women's Empowerment into the Share-Net International knowledge platform and its hubs. This CoP will:

Activities	Timeline
Review how gender has played a role in the past Share-Net International activities: strengths and gaps	February 2020
Map organisations working on GEWE (researchers, policymakers, practitioners, including women's empowerment organisations and gender platforms in collaboration with for example Wo=Men)	March – May 2020
Review membership, partnerships and networking: identify options for 1) expanded membership; 2) partnerships; 3) cross-use/linking of knowledge platforms	March – May 2020
Identify and prioritise knowledge needs among hubs and members and develop a common knowledge agenda. This could lead into adapting the Theory of Change of Share-Net International.	May – July 2020 Adapt ToC 2021
Identify new services that can be provided by Share-Net International and hubs to its members. This could be 1) integration/gender lens to SRHR; 2) targeted GEWE/SRHR knowledge agenda (e.g. SRHR and decent work as topic for 2020)	July – September 2020
Experiment with and learn from new approaches and activities	2021 – 2024

Secondly, efforts will be made to embed Gender Equality and Women's Empowerment in Share-Net International work plans and operations across all hubs (2021-2024). Concrete opportunities will be identified to develop a gender and SRHR knowledge agenda, for example on relevant themes within development cooperation (e.g. SRHR, empowerment and climate change; SRHR and economic empowerment, SRHR and migration, and SRHR and water and food security).

The existing hubs have identified main areas for focusing their SRHR/GEWE work during their consultations that are in line with the above steps. For example, Share-Net Bangladesh will work on women's participation in agriculture and people with different gender identities and their representation in politics. Share-Net Burundi, will look at best ways to empower women and women's representation in policy-making institutions. Share-Net Netherlands will work on how to better integrate Gender Equality and Women's Empowerment with SRHR. Finally, Share-Net Jordan will work on empowerment of women, gender equality and linkages with SRHR.

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5.2. YOUTH EMPOWERMENT

As done in the past, Share-Net International and its hubs will work together with young people to address their needs and will continue to empower young researchers in several ways through the platform.

At this moment, Share-Net International is investigating possibilities of setting up a matchmaking platform for young researchers and civil society organisations, including an on-going discussing with Aidsfonds on the possibility of using their technology of the Trainers Lab. The Trainers Lab has been developed as part of the Get Up Speak Out programme and offers an international market place for local trainers to expose and sell their expertise and for local civil society organisations to hire skilled local professionals to strengthen their organisational capacity and improve their SRHR interventions.

To contribute to youth empowerment, both the existing knowledge hubs and the proposed new ones will continue to implement the following strategies:

- Involve students/young researchers in knowledge fairs where they can participate and benefit from Knowledge Leader fellowships. The students will generate the knowledge fair declaration and present it to the in-country Share-Net's members.
- Continue to involve students/young researchers in the students-NGO meetings where they can connect and get the opportunity to share their work and research to the CoP.
- Provide research fellowships to students/young researchers.
- Continue to involve young researchers/students, through annual matchmaking events between students, policymakers and practitioners; and provision of research grants to young people.
- Generate and share evidence to support advocacy towards enhancing young people's access to SRHR services, both for in school and out of school youth through the CoPs.
- Generate and share evidence to support advocacy for youth-friendly SRH services targeting adolescent girls.
- Establish a focus group of University students and researchers to direct research into priority gaps.
- Provide internships for recently graduated students.
- Support the integration of the concepts of SRH&RR within the educational environment. Generate and share evidence on the health impact of early and child marriage on adolescents (among refugees and host communities).Invite the universities and youth-led and youth focused institutions to nominate representatives of young people to participate in SRHR events.

All these strategies may not be implemented by each country hubs. The hubs will implement the strategies that work best in their country context and will be at liberty to implement other innovative strategies that are not mentioned here.

5.3. INTERLINKAGES BETWEEN SRHR AND OTHER SDGS

Within the coming five years, a specific International Community of Practice (CoP) will explore interlinkages between SRHR and other SDGs and will work towards the development of a framework that explains these linkages and bring together knowledge and experience for better planning and policy development on the intersection of SRHR and other SDG themes.

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The host of Share-Net International, KIT Royal Tropical Institute, has positioned itself as the SDG House since 2017 and as such consolidates the voice of forward-thinking organisations. It provides resources, tools, case studies, partners and insights that Share-Net International can build upon.

5.4. OUR SUSTAINABILITY IMPERATIVE

One of the key strategies of the 5-year strategic plan is geared towards increasing the funding base for Share-Net International and its hubs and to diversify funding. The following activities are aimed at achieving that goal.

Share-Net International screens databases on a weekly basis to look for appropriate and fitting tenders for both the country hubs and the whole platform. So far, there have been very few tenders to which the knowledge platform can apply for. Therefore, Share-Net International has started building relationships with several potential funders to see if they could support the Knowledge Platform such as Swedish International Development Cooperation Agency (SIDA), Bill and Melinda Gates Foundation (BMGF) and AmplifyChange.

Share-Net International will position itself as the Knowledge Platform on SRHR when the recently announced calls for the "Power of Voices" and the "SDG 5 fund" come out. Share-Net International has a comparative advantage in that it can convene groups of people that normally do not interact in a neutral manner. For countries where many of the Dutch partners will be working, knowledge hubs could be set-up to serve these consortia and partnerships. Share-Net International can be subcontracted to set up a hub, support knowledge management activities and networking and bring together already existing efforts of the previous "Dialogue and Dissent" and "Strategic Partnerships for SRHR".

Share-Net International will target national and international organisations, funders, partners or corporates to become sponsors of Share-Net International. Share-Net International will attract in-kind and cash funds to organise its activities. Share-Net International will actively approach organisations, funders and corporates that have an interest to receive visibility through Share-Net's events as sponsors. For example opportunities exist to sponsor Share-Net International activities such as the Co-Creation Conference.

Share-Net Netherlands members pay membership fees, which contribute to the running of the SN-NL activities. Many members have paid in the past for hosting meetings and events and SN-NL will continue to draw on their members for in-kind support. SN-NL will increasingly look for members that will fund the activities of specific CoPs that are in line with their interest with specific deliverables such as consultations, narrative reviews or policy papers.

Share-Net Bangladesh will reach out to government organisations and embassies and share their plan and the progress of the platform. They will explore opportunities to diversify their funding base to increase sustainability, while seeking synergy and complementary with similar national and regional network initiatives. The evaluation report in the last year will allow them to present the evidence-based results, the achievements and the learning to the donors. Share-Net Bangladesh will also actively look for different tenders such as Amplify Change, Comic Relief, etc.

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Share-Net Burundi has set very specific fundraising activity targets per year. The table below shows the ambition of Burundi in generating and diversifying funds. So far, Burundi has been successful in generating funds through Cordaid, CARE and UNFPA and will continue to be in close contact with them.

Share-Net Jordan will prepare proposals on the topic of SRH and gender equality and women's empowerment and engage in donor discussions, meetings, conferences to promote and advocate the importance of considering SRH and Gender issues as an entry to development. SN-JO has been successful in generating funds from UN agencies and will continue to seek funds.

Indicator number	Indicator	2020	2021	2022	2023	2024
7.1	# of sponsors supporting SN activities in kind and/or cash	10	12	14	16	16
7.2	Income generated from SN-NL members in Euro	78,000	81,000	84,000	87,000	90,000

Possible future organisational models

When the five-year strategy was developed, a discussion was held about whether Share-Net International should move towards a social franchising model of operations as one way of enhancing sustainability. It was then decided that it was too early to consider a move in that direction. During the country hub consultation and Board meeting this topic was discussed again. At that moment, it was concluded that moving to a franchise model was not desirable for now. However, Share-Net International will regularly evaluate and investigate if the governance structure and organisation model is still a proper fit with the ambitions and needs of the platform.

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6. OVERARCHING SHARE-NET INTERNATIONAL KNOWLEDGE MANAGEMENT ACTIVITIES

In the following chapter, Share-Net International's knowledge management activities for the next five years are described. All country hubs will be involved in the planning and implementation of these activities. Firstly, the Small Grants Facility which is already active for five years and funded more than 40 projects so far, will continue to provide grants for small-scale research. Secondly, the Co-Creation Conference will have its second (2020), third (2022) and fourth (2024) edition. Thirdly, a second and a third SHIRIM cycle will be organised during the next five years. Finally, four new hubs will be set up by using a SHIRIM approach during 2020.

Timeline Share-Net International Knowledge Management Activities

	2020	2021	2022	2023	2024
Small Grants Facility					
Co-Creation Conference					
SHIRIM					
Setting up new hubs					

6.1. SMALL GRANTS FACILITY

The Share-Net Small Grants Facility is one of the methodologies of Share-Net International to support knowledge management activities amongst members. Share-Net International will continue to generate new knowledge through this small grants facility. Depending on the research needs identified through the priority setting processes, small grants' calls may focus on knowledge generation, translation or knowledge use. Also, part of the available grants will be allocated to innovative projects or topics, such as investigating the linkages between SRHR and gender equality and/or SRHR links within other SDGs. Share-Net International members will be eligible to apply for grants between 10.000 and 25.000 Euros. A possible distribution of the grants can be four grants of 25.000 Euros and four of 10.000 Euros per year. Each year, a call for proposals will be distributed amongst all Share-Net International members after which a selection committee, composed of representatives from all hubs, will select the awarded projects.

6.2. CO-CREATION CONFERENCE

Share-Net International will organise bi-annual International SRHR Co-creation Conferences (Annex 1) jointly with the country hubs under the working title: "Engaging in Knowledge Translation Together" in the years 2020, 2022 and 2024. These conferences will be different in nature from traditional knowledge sharing conferences and be more of a working conference. Jointly with members and hubs, Share-Net International

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will select two topics for each conference running in concurrent tracks. The trajectory before the conference consists of a process where narrative reviews are developed for each topic followed by deliberative dialogues that will provide focus to the knowledge products to be developed. The conference will focus on specific policy and practice questions that need to be addressed for each topic. During the 2-3 days a systematic approach is used, working with write-shop methodologies. Participants will develop different knowledge products that can be used by the audience in enhancing policy in practice in their respective countries and settings. All the hubs will participate in the conference. The first conference is held in 2019. The two topics that were selected by the members in all the hubs are 1) Breaking the Silence around Infertility and 2) Access to Quality SRHR for People Affected by Conflict, Fragility and Violence. Lessons from the 2019 conference will inform how to best organise the following conference in 2020. Share-Net International aims to launch a call for proposals during the conference where members can apply for using the knowledge products in practice.

6.3. COLLABORATIVE APPROACH (SHIRIM)

In 2017 the so called Share-Net International Rapid Improvement Model (SHIRIM) (Annex 2) was established, using a method called the Collaborative Approach. Through a structured learning system with learning and action cycles every 4-6 months, SHIRIM aims to:

- Improve understanding of which strategies contribute to successful knowledge translation and use in specific context of each Share-Net country hub.
- Develop the capacity of the participating staff from each country hub with respect to knowledge brokering.
- Facilitate learning, collaboration and exchange between country hubs.

The evaluation of the first SHIRIM (2017-2019), shows that remarkable progress towards improving policy and practice can be made using this methodology of which the structured nature allows for flexibility and diversity and change. The results will be published in an article towards the end of 2019. Share-Net International will continue to implement SHIRIMs and will complete two cycles starting in 2021 and 2023 with all the hubs that Share-Net International expects to have from 2021 onwards.

6.4. DEVELOPMENT OF NEW COUNTRY HUBS

Share-Net International intends to scale up the country hubs with four additional hubs in the coming years. Also the establishment of regional hubs will be an option. The need for additional hubs has been expressed by members of Share-Net, partner organisations in countries and embassies: the existence of the knowledge hubs will facilitate work on SRHR, gender equality and women's empowerment, coordinate activities and may create a space where in a conservative environment research, policy and practice within these fields can be supported. Expansion to four is the minimum under this five year plan, but the aim is to go beyond this, for which we will seek complementary funding.

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Flexibility in structure & focus

Till now, the four current hubs have similar structures and organisational management. From the experience Share-Net International has, it is clear that some building blocks, such as theory of change, shared policy and vision and memberships are prerequisites but in addition there is also a need for more flexibility in structure. Although the existence of a host organisation for the hub is a condition, it can also be possible that the hub is linked to an existing network, or is operated as a more regional digital – web based network. In more fragile settings hubs may need another set-up. The assessment of what is needed and feasible in the different settings will be part of the establishment of the new hubs.

In the new hubs emphasis will be placed on existing gaps in certain topical areas. For instance, where SRHR work is more solidly grounded, but maternal health has been the main focus, more work will be done on sexuality and rights. If the environment request a more in-depth focus on gender equality, the focus of the hub can be on directed this way.

Country hub selection & process

The process of identifying and selecting new hubs is a delicate process and will be done in dialogue with members, partners and the Ministry and Embassies. Some of the criteria proposed are:

- Being one of the priority countries of the MoFA is important, but not a prerequisite
- Presence of a Netherlands Embassy that has prioritised SRHR and/or GEWE (will help in seeking political leverage)
- Opportunities and feasibility for improving SRHR & GEWE policy and practice
- Presence a (vibrant) civil society and knowledge community (incl. academic research) on SRHR & GEWE would be a priority
- Presence of a well-positioned, solid and reliable host organisation that can undertake networking and knowledge management activities
- Preferably countries where SN-NL members already have partners that could act as a host of a SN hub or activities
- Preferably countries were governments, partner organisations and other donors welcome such an initiative

Before a final decision on new hub countries can be taken, an inventory will be done among the members of Share-Net including the MoFA. After dialogues a shortlist will be presented to the international board followed by scoping missions to selected countries. During the country scoping visits key organisations (researchers, civil society, government), networks or platforms working on SRHR & GEWE will be inventoried, capacity for research will be reviewed and possibilities for a suitable host and or organisational structure of the hub will be investigated.

After the selection a host or network will be contracted and capacity development will begin. We can adapt the collaborative approach SHIRIM in such a way that it can be uses as a start-up and capacity development mechanism. Dialogues, learning cycles, stakeholder meetings will facilitate the agenda of the new hub in terms of focus areas, building partnerships, rights based perspective, linking and learning and M&E. This will include the development of a research agenda, review of which policies and practices that need improving, mapping partners and key people that can influence policy and practice. There will be learning sessions and action periods during 2021 and run over well into 2022.

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Possible Countries for Expansion

For the purpose of this proposal we have developed a longlist of possible countries that fulfil these criteria. Once the 5-year plan has been approved, the process of identification and selection will commence with strong support from the Board of Share-Net International. The following countries and or regions will be considered for the expansion of Share-Net International:

West Africa

- Burkina Faso as a country hub: is still a relatively stable Sahel country with a positive approach to SRHR of the government ICI Santé, who would be interested to host the knowledge hub. Organisations like BMGF and Sida have shown interest in having a knowledge hub.
- Senegal (Dakar) for a regional hub. There are many international organisations and the UN has a strong presence (regional offices, UNFPA strong on SRHR in Dakar). The Ouagadougou partnership (FP focus in 9 countries supported by Hewlett, BMGF and MoFA) also has a seat in Dakar.
- Cote D'Ivoire (Abidjan) for a regional hub. Has progressed a lot in the past period and several larger organisations are now having headquarters in this country such as the African Development Bank. Ipas has a strong office in Abidjan who did a research into where best to work in the region.
- English speaking countries could include Ghana, Liberia or Nigeria.

MENA

- A (sub-)regional hub in the MENA region (for example: Morocco, Lebanon, Jordan, Egypt, Sudan)
- Different possibilities by first set up a Lebanon country hub and see if either Jordan or Lebanon or Tunis could become a regional hub.
- Palestine areas and Yemen seem to fall off agenda's but need support in both the field of SRHR and GEWE and it should be assessed whether there is a possibility to work in these settings.

Horn of Africa/East Africa

- In the region of the Horn of Africa, there is a real need for more coordination
- In Ethiopia, the Netherlands Embassy is very active in SRHR. There has been interest from different organisations that have been in touch with Share-Net International over the years showing interest in setting up a hub.
- There is also an opportunity for a structured partnership with East African Community in Tanzania to set up regional hub in East Africa. They have developed a concept note to this effect for Share-Net International.

Other countries

- Uganda has been a country where many of our Dutch members work and there has been interest from different local organisations that have asked us previously to become part of Share-Net International.
- Latin-America and/or Asia is an option as the annual reports have shown some great results. Costa Rica has a Netherlands Embassy with a strong focus on SRHR and GEWE.
- Nepal is an interesting country that faces challenges which are similar to the other hubs.

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- Share-Net International has been in touch with SafAIDS in Zimbabwe for hosting a regional hub in Southern Africa. They developed a proposal for a knowledge hub in one of the countries where they have offices in the region.
- Indonesia (Rutgers through their participation in SHIRIM) and India (Swasti) have also shown interest in becoming a Share-Net International hub.

Timeline for setting up new hubs

	Jan 2020	Feb 2020	Mar 2020	Apr 2020	Mei 2020	Jun 2020	Jul 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	Mei 2021	Jun 2021
Consultation members & hubs	■	■																
Dialogues & decisions			■	■														
Selection hubs				■	■													
Scoping mission					■	■												
Contracting						■	■											
SHIRIM Learning Session 1								■	■	■								
SHIRIM Learning Session 2											■	■	■	■				
SHIRIM Learning Session 3															■	■	■	
SHIRIM Learning Session 4																		■

7. HOSTING AND STAFF

In this chapter, the partnership with the MoFA and well as embassies is described. Furthermore, a proposed staffing plan for all secretariats is laid down. KIT Royal Tropical Institute will be the contracting partner of the Ministry of Foreign Affairs as has been the case since the establishment of the knowledge platform. Most of the operations will continue as before using the KIT systems that have been developed for that purpose.

7.1 PARTNERSHIP WITH THE MINISTRY OF FOREIGN AFFAIRS

For our joint knowledge brokering activities it is important to regularly interact between Share-Net and MoFA and ensure that we harmonise activities. In the Netherlands the interaction with the MoFA will be formalised and the coordinators of Share-Net International and of Share-Net Netherlands will meet every 4-5 months with the ministry and identify which topics are important for the ministry's staff in the coming period and review what kind of knowledge is needed and what kind of interaction with members. Visits of key partners to the ministry and upcoming international events will also be inventoried, so that meetings and consultations with members can be scheduled in advance. Share-Net Netherlands can gather information on SRHR and GEWE policy issues for the MoFA and contribute to public debate around these issues.

As the knowledge platform in SRHR, the country hubs are closely working with CSOs and government organisations. Therefore, the role of the country hubs in signalling changes in the political and social context on SRHR and gender issues is evident and crucial. All the hubs will play this role in their respective countries. We suggest that each of the hubs interact with the Netherlands Embassy in their country at specified intervals. These meetings serve to keep the embassy abreast of key developments in the hubs, changes in political climate and civic space for SRHR in all its forms and also will identify specific needs that the embassy may have for "knowledge".

7.2 STAFFING OF THE SECRETARIATS

One of the main challenges in the past contract period has been the limited staffing levels of the secretariat resulting in need to hold back on the implementation of certain activities. Therefore, we suggest the following staff establishment for the international secretariat for the coming years. Besides the coordinators of the hubs, both the knowledge expert, and communications expert will work closely with the hubs and will support them in their activities.

Suggested staff for the Share-Net International secretariat	Main tasks
Coordinator (0,8 Fte)	Under guidance Board: strategy, management, international partnerships, advocacy, fundraising, reporting, donor contacts, coordination and guide SN-NL secretariat
Knowledge management expert (0,5 Fte)	Support to all KM activities in all hubs. Focus on translation and use. SHIRIM, co-creation conference methodology, management of small grants. International CoPs
Coordinator hubs (0,6 Fte)	Support current hubs and for expansion to 4 new hubs. Support KM expert in international exchange activities

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Communications expert (0,1 Fte)	Website, social media, communications, materials development, newsletters. Responsible for making good and clear visuals in support of entire team, especially PMEL Officer and KM expert.
Share-Net Officer (0,5 Fte)	Practical support to logistics and implementation of all activities of Share-Net International, membership
PMEL officer (0,1 Fte)	MEL for the entire KP including setting up of platform for collecting data that are online and can be easily analysed using dashboards. Design and develop supporting PMEL tools. Create overviews

For the hubs we are suggesting an indicative staff establishment that echoes the international secretariat. Each of the hubs will be given a financial ceiling for recruitment of staff. Within those boundaries the hubs can decide how to employ the staff of the secretariat.

Suggested staff for the hub secretariats	Main tasks
Coordinator (0,6 Fte)	Under guidance steering committee of the hubs: management, networking and partnership development, advocacy, fundraising, reporting, finance, M&E
CoP facilitator/ KM expert (0,6 Fte)	Annual planning with CoPs, appoint moderators and contract CoP activities, supervise work of CoPs and keep them alive when needed, KM support to CoPs, liaise with embassies of MoFA (for NL) to identify knowledge questions, SHIRIM, desk review/literature review/mapping
Share-Net Officer (0,8 Fte)	Communications, support planning and logistics for activities of CoPs, invitations, social media, ICT, website, newsletter, promotional materials

7.3 ROLE OF KIT ROYAL TROPICAL INSTITUTE

As host of the Share-Net International Secretariat, KIT will continue to act as the legal body representing the Platform for financial and administrative affairs vis-à-vis the Ministry of Foreign Affairs, including the negotiation and signing of related contracts and Letters of Agreement. The Secretariat is hosted and supported by the Knowledge Unit, the SRHR and Gender team and its staff and reports to the Unit Head on administrative and financial aspects. However, the overall reporting line will be to the Share-Net International Board. KIT is accountable to the Share-Net International Board and the Ministry of Foreign Affairs regarding expenditures and implementation of agreed activities and provides timely reports. The Share-Net International Secretariat coordinates and facilitates the implementation of the approved work plan and is accountable to the Share-Net International Board. The Secretariat is held accountable for the delivery of outputs and meeting requirements for complete and timely reporting. The Secretariat is the Platform's executive body, linking to all other entities and facilitating exchange between them.

KIT remains responsible for housing and staffing the Platform Secretariat and the implementation of the Platform's financial administration. KIT takes care of the secretarial and administrative/logistical duties such as travel/visa arrangements, provides ICT support and laptops, maintains a database of contacts,

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files/registers documents and sends out letters, provides managerial and financial support to the Coordinator. KIT provides office space to house both the Share-Net International and Share-Net Netherlands secretariats and provides other meeting spaces (in the training area) free of charge after consultation with Education. Larger meeting rooms and hotel rooms will be available at subsidised rates.

Share-Net International will use KIT administrative and financial systems and follow all KIT policies related to personnel management, legal issues and code of conduct. The Coordinator and other Share-Net International Secretariat and Share-Net Netherlands Secretariat staff are part of the KIT Health SRHR team and therefore can build upon the expertise and experience of colleagues.

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8 STRATEGIC PLANNING, MONITORING, AND LEARNING

8.1 PLANNING AND REPORTING

Share-Net International will prepare annual reports and annual plans that will be sent to the MoFA. Planning and reporting are always done with the hubs in a consultative manner.

The current strategic plan runs until the end of 2022. Therefore, the mid-term review in the beginning of 2022 will provide the learning and input for the development of a new five-year strategic plan in the rest of the year. The plan should be approved by the end of 2022 and start in 2023.

8.2 MONITORING FRAMEWORK OF SHARE-NET INTERNATIONAL

In 2018, the secretariat set up a framework for Monitoring and Evaluation based on the newly developed ToC. Smart indicators per monitoring area were formulated including information about how the information should be collected. The draft framework was discussed with an M&E expert from KIT and with the Share-Net Hubs. Based on these discussions the framework was adapted and indicators were reformulated and added.

The M&E framework contains indicators on impact, outcome and output level. The indicators on impact and outcome level cut across the different pathways of the ToC. The indicators for the outputs are directly related to one of the 5 pathways. High level indicators (impact, long term and intermediate outcomes) will be the same for each country hub. Lower level indicators (short term outcomes and outputs) reflect relevant strategies and activities per hub. Some of these latter ones are compulsory (not all), hubs can also add relevant other outputs including indicator. The table below shows the different outcome level indicators.

	Indicators/progress markers	Data source/method	Frequency
Long Term Outcomes			
Knowledge is applied into evidence informed SRHR programs, policies and practices	Members indicate they have applied knowledge in their work which is acquired through Share-Net activities	Interviews Survey amongst members Discussion at ABM	Mid-term review Evaluation
National, sustainable and empowered communities of practice on SRHR are established and operational	Evidence of independence, empowerment, sustainability: having a chair, be active without constant stimulation from Share-Net, members of CoP offer own means	Annual reports	Mid-term review Evaluation
	# of CoPs that are active when needed, their goals are achievable and their activities executed	Survey among chairs of CoPs	Mid-term review Evaluation

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Intermediate Outcomes			
Researchers address scientifically, politically and practically relevant knowledge gaps in SRHR	Master students write their thesis on the basis of knowledge questions of policy makers and practitioners	FU sheet with contact persons universities and students attending the LRPP yearly event	Annually
	Research contracted by the KP is based on knowledge gaps	Review if grants are selected on the basis of knowledge gaps using selection overview forms	Annually
Actual and effective learning is taking place between and in countries among policy makers, practitioners and researchers	Members share new knowledge gained through Share-Net with colleagues in their organisation or wider network.	Interviews Survey amongst members Discussion at ABM	Annually
	Country hubs provide input for international e-newsletter and learn from each other	International e-newsletter	Quarterly
	At the ABM country hubs exchange experiences and learn from each other	ABM report + hub presentations	Annually
	Between country hubs learning is taking place through SHIRIM	Evaluation reports of SHIRIM	Evaluation
Short Term Outcomes			
Policy makers, practitioners and researchers have better access to SRHR information and knowledge	% of members have access to the Share-Net website and can find the information they are looking for	Survey	Annually
	# of followers on Twitter and FB	Twitter/FB analysis	Annually
	# of subscribers to newsletter	Web use analysis (mailchimp)	Annually
	# of visitors on the SN websites	Web use analysis (mailchimp)	Annually
	# of people who participate in Share-Net meetings	Country hub reports (M&E sheets)	Annually
	# of WhatsApp group followers (Burundi)	Analysis WhatsApp group data	Annually
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	# of CoPs on SRHR that are functioning by topic per country hub	Country hub reports (M&E sheets)	Annually
	CoPs are active and have action plans	Country hub reports (M&E sheets)	Annually

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The activities and outcomes of Share-Net International reinforce the result areas of the SRHR and gender framework of MoFA indirectly through our members by stimulating knowledge exchange and learning in and between countries. The different CoPs that are set up and supported by Share-Net International address relevant topics from the MoFA framework, such as youth empowerment, maternal health care, and sexual diversity. In the coming 5 years Share-Net International will invest in integrating gender equality in all our work with the CoPs and strengthen the knowledge platform by establishing stronger linkages with networks and organisations working on gender equality and women and girls' rights.

At this moment the secretariat is exploring online data collection systems to be used by all the hubs to measure their progress on the monitoring areas. In the meantime, Excel sheets and SurveyMonkey are being used to collect data. During 2020 a final decision will be made on which data collection/storage system will best serve the purpose for Share-Net International and its hubs. We are aiming for a system where data input can be done on-line on a monthly basis by the hubs. It should simplify the reporting and we would like real-time online analysis of data, preferably as clear visuals.

8.3   ANNUAL LEARNING SESSIONS, MID-TERM REVIEW AND END EVALUATION

Each year Share-Net International will organise learning sessions to coincide with the Share-Net International Annual Business Meeting where all hubs will be present. The topics of this learning sessions will be determined in close collaboration with the hubs and will depend on what is needed at that moment.

Share-Net International will organise a mid-term review (MTR) that can either be independent or managed internally as part of the Share-Net International learning process. This decision will be made by the Board in 2021 and the MTR will take place in the beginning of 2022. The MTR will measure progress towards achieving the targets of the 5-year strategy. The ToC itself will be reviewed and analysed, including its assumptions and may result in an adapted ToC.

There is a budget reserved for an independent evaluation in the last year of the contract, 2024. This evaluation will use the OECD/DAC criteria for evaluations and have specific questions that will show the relevance, effectiveness, efficiency and sustainability of the knowledge platform.

8.4   SAFETY, SECURITY AND WEB BASED APPLICATIONS

SRHR and Gender are heavily founded on values that are not always fully accepted in the countries in which Share-Net International hubs are operating. Moreover, in general civic space is shrinking (see recent "Kamerbrief Hoofdlijnen Beleidskader Versterking Maatschappelijk Middenvel" [22]) and Share-Net International hubs and/or their hosts can meet strong government opposition. For instance, this is the case in Burundi, and MoFA through its Netherland Embassies takes a strong position in a highly acute crisis

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[22] Ministry of Foreign Affairs, Kamerbrief Hoofdlijnen Beleidskader Versterking Maatschappelijk Middenveld. The Hague (2019) file:///C:/Users/MariaC/OneDrive%20-%20Koninklijk%20Instituut%20voor%20de%20Tropen/Downloads/kamerbrief-hoofdlijnen-beleidskader-versterking-maatschappelijk-middenveld.pdf

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between the Government of Burundi and INGOs. In the past (e.g. Bangladesh) measures had to be taken with respect to websites to prevent negative implications for Share-Net country hub members. Therefore, Share-Net International will investigate how to best ensure that safety and security is safeguarded in the best possible way.

One of the key elements include the website and on-line data collection systems that should be safe and secure for all users. In the past discussions took place with MSI about hosting a platform for safe abortion on the Share-Net International website. MSI analysed our website and online system for safety and security and concluded that for this specific purpose a very high level of safety was needed that we could not offer. Therefore, we will analyse how to enhance the safety and security of our website, subsequently enhance these functions before expanding our website with more online functions such as web-based M&E in 2021.

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9 BUDGET EXPLANATION

The budget for this proposal has been developed using the following main three budget lines: 1) Share-Net International secretariat; 2) Knowledge management activities; and 3) Knowledge hubs.

As mentioned before, the staff of the secretariat will grow to ensure that the expansion of the Platform is supported by enough staff. The first budget line also includes travel, DSA, conference visits, networking, partnership development, business development, communication materials, maintenance and running the website and the work that is needed to ensure that the website becomes safe and secure. All cost for the annual business meetings and board meetings are also included under this budget line. There is also a budget for a mid-term review and for the strategic planning process under this heading.

The second budget line includes all the larger knowledge management activities that are for all the hubs together such as three co-creation conferences, two SHIRIM processes and the small grants facility. This budget line also has funds for subcontracting knowledge or other experts and has some seed money for creative and new ideas.

The third budget line is for the management and activities of all the hubs. There are ceilings for staff budgets for the hubs and budgets for the implementation of knowledge activities in the hubs. There is also a budget for the expansion to news hubs including scoping visits and capacity development for the hubs.

The management fee is set at 3% of the total budget. This management fee is intended to manage the overall project and budget. The approach is twofold:

- Such a large project requires more intense and on higher level monitoring than a 'standard project'. The management fee is therefore for the use of extra (financial) monitoring, consultations, quality control etc.
- It can also be used as contingency. Unforeseen risks must be covered, in other words, the contingency can be used to guarantee the continuation of Share-Net International.

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