

SheDecides.

The Vision

A world where every girl and woman can decide what to do with her body, with her life and with her future. Without question.

The vision of the movement is the *SheDecides* manifesto – signed by everyone who decides to take action as a Friend or Champion of *SheDecides*. It is a powerful statement of what the movement demands and expects.

The *SheDecides* movement disrupts the power imbalances that for too long have stopped girls and women from deciding. Energised by evidence-based outrage, we are a conspiracy of hope.

The Movement

SheDecides is a global political movement driving change – fuelled by actions in communities, with young people at its heart. Political change works hand-in-hand with social change to create a “new normal”. Political change engages all parts of society – not only governments and parliamentarians.

The *SheDecides* movement connects people who have often not worked together before. Leaders and advocates from many different countries and backgrounds who have been at the forefront of influential efforts in areas such as abortion rights, gender equality, and HIV. They bring their diverse talents and knowledge to achieve the vision of the manifesto. A world where *SheDecides*. Without question.

We are united in our belief in the fundamental right of every girl and every woman to make the decisions only she should make. We fight for every right. We don't shy away from abortion, comprehensive sexuality education, or other issues that are often avoided or neglected.

SheDecides amplifies existing voices and lifts up new voices – particularly young people, who are already leading the way to a better future. People most affected by the issues are at the centre of the movement.

The Spark

The impact of the Global Gag Rule was the initial impetus for the movement. However, even before the Global Gag Rule was reinstated and expanded in 2017, many essential services were drastically underfunded in many countries. The situation is now far worse, especially for access to safe abortion and comprehensive sexuality education.

And the *SheDecides* movement responds to many other challenges that stand in the way of progress for women and girls.

Deep political opposition stands in the way of policy change in many countries – calling for a new approach to change political dynamics and improve the climate for policy reform.

Beyond politics and government, social norms in families, communities and societies at large are often not conducive to securing freedom and autonomy for women and girls. This calls for new ways of thinking and talking about the issues that can change individual attitudes and behaviours, along with institutional practices. The chilling effect of the Global Gag Rule makes it even harder to stand up for the rights of girls and women to decide.

The Ambition

The evidence is clear: when she decides about her body the world is better, stronger and safer. Respecting her rights improves her health, life and future – and those of her family, community and society.

Working together, we will advance the fundamental right of girls and women everywhere to enjoy their bodies, make their own choices, and have access to comprehensive sexuality education and the full range of quality care that unite all parts of her sexual and reproductive life and health: privacy, sexuality, gender identity, choosing partners, pleasure, marriage, children – and integrated services covering contraception, pregnancy, abortion, infertility, STIs, HIV, cancers and violence¹. We see a world where forced marriages, child marriages, female genital cutting & mutilation, and all forms of violence against women and girls are things of the past.

How We Drive Change

The *SheDecides* movement is **igniting energy** and **bringing people together** – breaking down barriers between long-time activists and emerging leaders, between artists and service providers, between policy makers and young leaders, within and across countries and regions. Champions work together to shape priorities and activities that deliver change globally and at local level – amplifying the work and impact of friends and allies.

Young people are central to co-creating and leading the movement. The up-and-coming generation plays an increasingly influential role in the politics of many countries, and their engagement will sustain the momentum of the movement for years to come.

We work together to **spark and sustain** the global and local movements by creating new connections and igniting conversations among people who have never worked together before, bringing together people from different generations and sectors. We engage diverse Champions from government, varied civil society groups, youth-led organisations, the arts, academia, media, faith communities, private sector, traditional leaders and other fields. We unite a growing number of political leaders and young people, bringing unique and powerful influence and energy.

¹ This definition reflects the 2018 Guttman-Lancet Commission report: Accelerate Progress—Sexual and Reproductive Health and Rights for All: report of the Guttman-Lancet Commission (Starrs et al. 2018).

The Goals

In our distinct societies and cultures we unite, working together globally, regionally and locally in new ways, and using new language to disrupt old ways of thinking. We will accelerate progress by changing social norms, changing laws and policies, and unlocking resources. We will play our part in reaching the 2030 Sustainable Development Goals. Together we achieve ambitious goals that would be difficult to achieve on our own.

1. *Stand Up. Speak Out.*

Our goal is to **change narratives** in order to **change norms** that stand in the way of the freedom, rights and dignity of women and girls.

Two words – *She Decides* – and our manifesto frame critical issues in fresh, positive language that is meaningful to people all over the world. It disrupts dominant narratives that oppress women and girls.

Through 2021, together we will make progress in changing narratives that change norms by:

- Increasing the number of Champions and Friends joining the movement by signing the manifesto and taking actions that promote the goals of the *SheDecides* agenda – access to safe abortion and all other decisions about our bodies – and using *SheDecides* content in their communications.
- Providing ministers, parliamentarians, individuals and organisations that drive the conversation with tools, information, stories of change, with encouragement to use *SheDecides* concepts and language – and less jargon – in their public communications and policy debates.
- Engaging social influencers to drive political and cultural conversations on *SheDecides* issues using new language.
- Driving media coverage of *SheDecides* issues that use and reference *SheDecides* messages and priorities.

2. *Change the Rules.*

Our goal is to **change laws, policies and procedures** so that they actually support the freedom, rights and dignity of women and girls – and to hold governments **accountable for implementing them** and respecting her rights to take the decisions only she should take.

Together we advance laws and policies, and we make visible the changes that are happening – and the distance to go. We speak out and encourage each other to go further and to do more. The personal is political. In solidarity, we take action so that people understand and demand the rights and services they are entitled to.

Through 2021, working together we will make progress in changing laws, policies and procedures by:

- Uniting groups and people committed to making change to set their own priorities that reflect their realities, and facilitating collective action to advance change.
- Taking the complete agenda of the manifesto as our guide to prepare scorecards, synthesis reports and other advocacy tools – all grounded in evidence and data already collected by others and presented in ways that can make change happen.
- Support Champions to work with others – like “The Nexus”, which works with UN processes – to make change in international negotiations and discussions.

3. *Unlock resources.*

Our goal is to unlock the resources necessary for women and girls all over the world to exercise all of their rights and access all of the services they need.

The problem is not lack of evidence: the value of these demands and expectations is known, as is the cost of meeting them. But the resources are not available because not enough priority is given to these services and rights, and because political ideologies stand in the way. We call upon governments to meet their responsibilities to dedicate **more resources** for this work, at home and in other places, and to invest in the well-being of the women and girls they serve or should consider obligated to support. We also aim to inspire more investment from foundations, businesses and others with resources to contribute.

Through 2021, working together we will make progress in unlocking resources by:

- Advocating for increasing resources and political commitment from the widest range of donors, to provide a reliable pipeline of funds, aligned to growing need and going beyond election cycles and trends in giving.
- Increasing and maintaining peer pressure among governments and other donors that pledged to realise the vision of a world where *SheDecides*.
- Advocating for the inclusion of all essential services needed by women and girls, including access to safe abortion, in government and private systems to achieve universal health coverage.
- Ensuring better use of existing resources, including by supporting efforts to make sure that:
 - the Global Gag Rule is not over-interpreted, including its direct and indirect consequences for civil society groups, and
 - services are integrated, so that essential care, support and education are funded in ways that best serve women and girls.
- Linking with those who track budgets to come up with systems that better capture how much money is spent on the essential services.

Area of work 1: Building and engaging the group of Champions to promote the *SheDecides* goals

| Core Initiatives | Actions 2017 | Actions 2020/21 |
|--|---|--|
| 1.1 Strategically grow, diversify and connect SheDecides Champions. | Q2/Q3: Identify and recruit XX additional Champions, from diverse backgrounds and geographies, including at least XX youth Champions (number of Champions to be agreed upon by Guiding Group) through own research and by reaching out to existing Champions for recommendations/connections. | In 2020/21 further grow and diversify the Champions group, adding at least 1 new Champion from the private sector and 5 social influencer Champions. |
| | Q2: Convene at least one annual Champions meeting (during Women Deliver) for Champions to connect, to exchange best practices, to commit to take action and to hold one another to account. | Convene at least one annual Champions meeting, aligned with an event where the majority will be present. |
| | Q2/Q3: Develop and start implementing an engagement strategy for Champions, which includes asking Champions what kind of support and tools they need and in what formats they would like to engage with the SDSU (e.g. e-platform, email newsletters, regular calls, etc) and with each other. | Continue implementation of the engagement strategy and do a light-touch review in late 2020. |
| | Q3/Q4 (subject to recruitment timeline; could start sooner): Develop a repository of information (CRM - "Champion Relation Management" -database) on the Champion's actions to advance the SheDecides vision and keep it updated through regular communication with Champions. | Keep the CRM database up to date. |
| | Q1/Q2 (& throughout): Respond to select requests for support by individual Champions and sub-groups of Champions (e.g. providing regional intelligence, thematic briefings, talking points, etc.) | Respond to select requests for support by individual Champions. Define criteria for "boutique briefings" as needed. |
| 1.2 Support collaboration and mutual accountability of Champions and Friends on resources, and leverage the SheDecides brand to attract new donor Champions. | Q2/Q3: Initiate and support Buzz Groups for interested Champions, Friends and stakeholders to connect, discuss and strategise actions. Suggested Buzz Groups for 2019 include (1) consequences of GGR, (2) integration of funding to deliver a world where SheDecides, and (3) budget tracking tools, as well as (4) partnership strategy for SheDecides (see actions under 1.3). | Support the implementation of the action plans proposed by the Buzz Groups, and agreed by the Guiding Group. |
| | Q2: Support donor Champions to convene all other donor Champions in a private dinner (during the World Bank Spring Meetings) to discuss how to unlock more resources and to ensure mutual accountability – and follow up on suggestions brought forward. | Support convening of at least one private dinner with donor Champions on unlocking resources (e.g. during Davos and the World Bank Spring Meetings). |
| | Q1/Q2/Q3: Use 3 key high-level events (WHA, Women Deliver and UNGA) to convene Champions and other stakeholders in creative side events, and the core event (eg SheMoves Events) that promote the support of Champions and encourage unlocking of more resources. | Use at least 3 key high-level events each year to convene Champions and stakeholders in side events on unlocking resources. |
| 1.3 Support Champions' work directly through forging strategic partnerships | Q2/Q3 (subject to Nexus timing): Have regular contact with The Nexus secretariat to ensure coordination and to determine how information can best be exchanged. Encourage Champions to work with The Nexus to influence inter-governmental negotiations. | Develop and deliver an engagement and partnership strategy with The Nexus. |
| | Q3: Initiate a Buzz Group to map and explore possible strategic partnerships for SheDecides, prioritising organisations and topics that best support the Champions in their work, including private sector, campaigning and media partnerships. | Work with Champions to implement the agreed partnership strategy. |

Notes

Once we have the guidance from Guiding Group we will work – inc with our M&E consultant – to define the targets throughout the workplan.

Area of work 2: Sparking, supporting and sustaining movements at global, regional and national levels

| Core Initiatives | AGORAS (2019) | AGORAS (2020/21) |
|--|---|--|
| 2.1 Grow the number of individual and organizational Friends that have signed the SheDecides manifesto | Q1/Q2: Partner with key organisations to support SheDecides in growing the number of signatories of the manifesto, including particularly young Friends. Raise the number of people and groups connected to SheDecides by XX. | Raise the number of individual and organizational Friends joining the movement and taking action by XX by partnering with key organisations. |
| | Q1: Develop the 'SheDecides 10 Week Challenge' concept and detail. Launch the challenge at SheDecides Day. Run campaign, recruiting XX new Friends. Activity will be lead and amplified on social media. | Recruit XX new Friends through the '10 Week Challenge'. |
| | Review results and evaluate the activity and develop proposal for 2020. | Evolve the 'Challenge' depending on results, success and action of Friends, alongside direction of movement. |
| | Q2/Q3: Map key organisations and initiatives – in particular youth-led and youth-serving groups – working toward the SheDecides agenda and invite XX to become SheDecides Friends. Q3/Q4: Provide them with guides on how they can engage as an organisational Friend in the movement. | Recruit XX new organisational Friends through direct outreach by SDSU and Champions. Revisit the diversity and span of organizational Friends. |
| 2.2 Mobilise the global network of individual and organizational Friends | Q1/Q2: Engage existing friends to take action and track through the 10 Week Challenge, increasing concrete action by XX existing Friends. | |
| | Q1: Launch in Spring 2019, from SheDecides Day, and promote the challenge through social media to increase number of Friends XX by end 2019. | Evolve and implement '10 week Challenge', or alternative engagement activity following on from 2019 evaluation. |
| | Q4: Track and collate all activity and evidence of action / statistics and evaluate campaign and engagement success. Develop proposal for 2020. Tracking metrics agreed in advance and will include social tracking. | |
| | Q1: Organise SheDecides Day on 2 March 2019, encouraging Friends and Champions to organise activities and events that raise awareness around the SheDecides manifesto, doubling the number of events organised and their geographic reach compared to 2018. Share toolkits and conduct webinars with interested Friends beforehand, and amplify their actions through social media. | Organise SheDecides Day in 2020 and 2021, continuously increasing the number of events and their geographic reach each consecutive year. Review the impact and sustainability of SheDecides Day in Q3 2020. |
| 2.3 Spark, support and sustain inclusive national and regional SheDecides movements | Q1/Q2/Q3: Use 4 key high-level events (She Moves, WHA, Women Deliver and UNGA) to crowd in more Friends in creative 'open house' side events, and applaud successes of Champions and of the movement. | Select at least 4 key high-level events per year to convene 'open house' events. |
| | Q1/Q2/Q3/Q4 (staged according to needs of existing & emerging movements: India, Southern Africa, Uganda, Kenya etc): Provide tailored support for up to 10 countries or regions with most potential for SheDecides movements to emerge; support them in convening the widest range of stakeholders, including young people, and inviting engagement by global Champions, and in developing locally appropriate campaigns and advocacy strategies (for social norm change, policy change and local resource mobilisation). Align movement-building strategies, tools and funds with other Champions, most notably IPPF. | Sustain the movements that have been built, and establish approximately 10 new national or regional movements each year. By 2021, support Champions and Friends in 30 countries and regions on at least 3 continents |
| | Q4: Together with Champions, including IPPF, identify next wave of up to 10 countries for tailored support in 2020. | Together with Champions, including IPPF, identify next wave of up to 10 countries for tailored support in 2021. |
| | Q2: Organise a side meeting during a high-level global event (e.g. Women Deliver) for national movements to learn from other related national or regional experiences and exchange emerging best practices. Q4: Identify modalities to share best practices and lessons learned to fit the diverse needs of movements. | Document lessons learnt and best practices and share through virtual and in-person platforms. Convene gatherings aligned with relevant regional, national and global events for horizontal learning. |

Notes

TBC – but can also be % over hard number, especially for future activity as we're projecting.

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Area of work 3: Supporting communication and amplification of the *SheDecides* vision and work of Champions and Friends

| Core initiatives | Actions 2019 | Actions 2020/21 |
|--|--|--|
| 3.1 Develop a strategy for amplifying the work of Champions and to enable the <i>SheDecides</i> vision to be promoted. | Q1/Q2: Agree on communications priorities, strategic approach and channels to be used to amplify Friends' and Champions' work to promote the <i>SheDecides</i> vision. Share guidance on social media with Champions and organizational Friends. | Conduct review of 2019 activities and – as necessary – evolve strategy and actions. |
| | Q2/Q3: Develop and agree on a media approach, with an emphasis on youth-facing media, and develop a timeline to activate this approach. | Conduct review of 2019 activities and – as necessary – evolve strategy and communication materials. |
| | Q1/Q2: Map requirements for outsourcing, e.g. what mix of communication agencies are needed (PR, design, etc.). Procure and connect with key communications agencies for long-term contracts. | Optimise arrangements with communication agencies. |
| 3.2 Forge key communications/media partnerships. | Q1/Q2: Develop 2 strategic Communications partnerships with global organisations (e.g. Global Citizens, <i>SheMoves</i>). Identify and agree on 2 'tent pole' moments for joint communications, social media and PR to amplify Champions / event activity content | Review 2019 activity - Identify and agree on the 2 'tent pole' moments with partner organisations to amplify Champions / event activity content in 2020. |
| | Q2/Q3: Establish relationships with XX key media outlets and journalists – within 'sector' and focusing on young people and a wider audience – and encourage national and regional movements to take similar approaches. | Include media contacts and interactions in the new CRM database. Strengthen relationships across key regions and sectors. |
| 3.3 Support visibility in social media/media of <i>SheDecides</i> and Champions' and Friends' messages and activities. | Q1/Q2: Develop new brand asset(s) to communicate the vision of <i>SheDecides</i> to a wider audience (e.g. through digital and social media), such as a video. Q1: Develop, create and implement <i>SheDecides</i> Day 2019 concept and social media toolkits based on communications agency advice. Circulate resources and toolkits with Champions, Friends and with national and regional movements, encouraging them to engage in social media communication, and measure proportion using the toolkit. | Develop new brand asset(s). Develop, create and implement social media strategy and toolkits for <i>SheDecides</i> Day 2020 and 2021. |
| | Q2/Q3: Map out and then strategically amplify - through social media, newsletters, the website and other core resources - key relevant campaigns and quality resources and policy information of Champions and strategic partners that promote the <i>SheDecides</i> agenda, including to reward good behavior of donor Champions. | Map out emerging campaigns, and continue to communicate priorities from 2019 and new priorities, including to communicate the manifesto within the broader UHC debate. |
| | Q1/Q2: Develop resources that may be key for media attention, such as a 'stunt' aligned to <i>SheDecides</i> Day or other big campaign moments, and a collection of Champions' voices and successful campaigns. | Update resources to share with media. |
| | Q3/Q4: Develop and keep an up to date a comprehensive media toolkit. | Keep media toolkit up to date. |

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Area of work 4: Translating existing policy to provide Champions and Friends with advocacy tools and new language

| Core initiatives | Actions 2019 | Actions 2020/21 |
|--|--|--|
| 4.1 Build a set of resources that can support Champions and Friends to include SheDecides social norm changing language in their public and private communications. | Q3/Q4 (subject to recruitment timeline; could start sooner): Develop and keep updated tools for social norm change, building on existing content of the movement, of partners and input from Champions, including talking points that Champions can lean on in their speeches, and other communications. | Develop further demand-driven resources, as indicated through feedback from Champions – either through surveys or during meetings. |
| | Q3/Q4: Collect and prepare XX personal stories, especially from young people and from a range of Champions, that make SheDecides issues more tangible and alive and which can be used by Champions and Friends to support their communications, and the communication efforts generated by the SDSU. | Collect and prepare XX new personal stories. |
| | Q3/Q4: Develop a how-to guide based on the IPPF framing manual, including condensed examples and guidance on how to use new narratives and new language to shift social norms. | Roll out the guidance on social norm change and new narrative, and refine as needed. |
| | Q3/Q4: Keep updated in CRM database key Champions, most notably IPPF, that can provide relevant policy information which can be selectively shared with Champions upon request. | Review need for, use of and approach to gathering policy information. Maintain actions that are valued. |
| 4.2 Translate existing evidence into non-technical tools that can be used to encourage policy change or to hold government leaders to account. | Q3 (if dedicated resources secured): Develop and publish - together with WORLD Policy Analysis Center, or other academic partner - a prototype of a global scorecard to track progress in achieving the SheDecides manifesto and vision (in 2019), building on existing data, gathered by technical experts and academics. | Publish the global scorecard annually, expanding the range of issues covered in 2020, and ensuring that all items in the global scorecard are fully populated by 2021 (noting that the prototype may not have gathered all data). Generate an annual media campaign to draw attention to the progress – or otherwise – of countries in moving towards the vision of the manifesto. |
| | Q4: Provide support to first annual reporting of SADC Ministers against the SADC Scorecard; work with SheDecides in Southern Africa to develop targeted advocacy campaigns in the region and relevant countries; help them connect with political Champions, and amplify their campaigns globally. | Amplify, through media and through other local advocacy actions, findings from the annual review of the SADC Scorecard. Maintain support for engagement and advocacy with the Scorecard in line with requests from regional and national movements and Champions. |
| | Q3/Q4: Use lessons learned from the SADC Scorecard development and implementation to prepare similar regional scorecards; encourage national and regional movements to engage, and support discussions between political, civil society and youth Champions, UN partners and other technical experts (Asia 2019, other TBD in 2020/2021). | Work with regional and national movements and Champions to develop new regional scorecards (regions TBD), and to maintain engagement and advocacy on scorecards already developed. |
| 4.3 Translate information on financing needs and policies into briefs and messages that Champions and Friends can use to make the case for more, better and diversified resources. | Q3/Q4: Identify and translate key reports and initiatives that cost remaining resource needs for advancing the SheDecides agenda that calculate the ROI for donors, or other technical evidence-based reports, and develop messages and briefs that can be shared with Champions. | Update and develop new briefs and messages |
| | Q2/Q3: Build on existing work of Champions, experts and partners on the impact of the GGR, on the role of SRHR to achieve UHC, and on the role of SheDecides issues in global financing instruments (such as GFF, Cayi, GFATM) to signpost reliable information, and develop messages and briefings that support Champions and other stakeholders to include core information in their public and private communication. | Create a repository of mini profiles – linked to the CRM - featuring intelligence on financing trends/priorities of all SheDecides donor Champions and key financing mechanisms to support Champions in resource mobilisation. |

Area of work 5: Ensuring effective and agile governance and management of the SheDecides movement and SDSU

| Core initiatives | Actions 2019 | Actions 20/20/21 |
|---|---|--|
| 5.1 Ensure effective support to agile governance of the SheDecides movement with appropriate leadership from the Guiding Group and advice from Buzz Groups. | Q1/Q2: Conclude the governance manual to ensure effective, light-touch governance that is inclusive and nimble. | Light-touch review of the governance structure in 2021. Light-touch review of the structure and approach of the SDSU. |
| | Q2: Conclude the work of the 'Hosting' Buzz Group by May 2019 latest, ensuring a smooth transition of human and technical resources to the new host; systems are established and operational; the SDSU is resourced to deliver on the workplan; a hosting agreement – agreeable to the Guiding Group and the new host and SDSU donors, is signed and operational. | Review the hosting arrangement (2021). |
| | Q1/Q2/Q3/Q4: Organise quarterly meetings of the Guiding Group, with at least one in-person meeting per year, and ensure leadership calls and Buzz Groups supporting this core governance structure are in place. | Quarterly meetings of the Guiding Group continue to take place, with at least one in person meeting per year, and leadership calls and Buzz Groups supporting this core governance structure are in place. |
| | Q3/Q4: Support Buzz Group meetings and implementation of their action plans as necessary (see actions under 1.2). | Support Buzz Group meetings and implementation of their action plans as necessary. |
| 5.2 Ensure a well-resourced, well-functioning SDSU | Q1/Q2: Secure long-term (3 year) financing of the SDSU from a group of donors, including core funds, ensuring tailored engagement and effective communications | Maintain strong donor relations with timely reporting and appropriate growth. |
| | Q1/Q2/Q3/Q4: Ensure a quarterly review of finances, a re-budgeting at the end of the year, and regular reporting within donor cycles. | Quarterly review of finances, re-budgeting at the end of each year, and regular reporting |
| | Q1/Q2: Ensure a strong human resource base. Define staging of recruitment, in dialogue with donors, Guiding Group and host. Have permanent staffing structure and quality staff recruited and filling all positions by end of 2019 (latest). | Manage any staff changes promptly and secure continued support for the movement. |
| | Q2/Q3: Finalise hosting arrangements and geographic location of SDSU staff in 2019. | Review location and structure of SDSU, alongside hosting agreement review (2021). |
| | Q2/Q3: Develop and put in place policies and procedures, including on finances, IT and travel, in line with host requirements and addressing any additional operational needs of the SDSU. | Review policies and procedures. |
| 5.3 Strategically leverage the SheDecides brand to attract new donor Champions and to ensure accountability among existing donors. | Q3/Q4: Define 'entry criteria' for donor Champions to join and 'exit' as Champions, and revise the governance manual accordingly. | Review the incentive structure for donor Champions. |
| 5.4 Ensure SheDecides language, vision and brand are promoted consistently and effectively to build the movement, | Q1/Q2: Promote and communicate the brand book. | Promote and communicate the brand book Light-touch review of the conditions of the brand book (2021). |
| | Q3/Q4: Monitor adherence with the approach promoted in the brand book through taking advice from Champions and national and regional movements. If necessary, handle non-compliance and infringements while maintaining a light-touch, agile approach to movement building. | Monitor adherence with the approach promoted in the brand book through taking advice from Champions and national and regional movements. If necessary, handle non-compliance and infringements while maintaining a light-touch, agile approach to movement building. |