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SHEDECIDES
GOVERNANCE MANUAL

She Decides.

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1

INTRODUCTION AND OVERVIEW

1.1 ABOUT THIS MANUAL

This governance manual aims to guide and inform all SheDecides Champions, Friends and other stakeholders on the movement’s governance. The intended simplicity of the manual and the governance framework in general is meant to both reflect and promote the character of the SheDecides movement: **flexible, agile, diverse, and action-oriented**.

This publicly available manual therefore should provide the core ‘rules of the game’ for the movement. It should be considered open to revisions and adaptations as deemed relevant, necessary and feasible by stakeholders and supporters over time. A ‘light-touch’ review of the governance procedures, as described in this manual, should be considered by the Guiding Group on a regular basis.

1.2 ABOUT SHEDECIDES

A world that SheDecides aspires to create is one in which every girl and every woman can safely exercise her right to decide for herself what she does with her body, who she shares her body with and whether and when she wants to have children. She must have access to education and information about her body and her options, modern contraception and safe abortion. The movement brings together action on rights, reproductive justice, sexual rights and gender equality.

SheDecides is a global political movement driving change, fuelled by actions in communities, and with young people at its heart. The SheDecides movement is igniting energy and bringing people together – breaking down barriers and encouraging co-operation among long-time activists and emerging leaders, artists and service providers, policy makers and young leaders, politicians and academics, policy makers and young leaders, within and across countries and regions. Young people are central to co-creating and leading the movement.

The movement aims to raise public and political awareness to promote and enhance the fundamental right of every girl and woman to decide for herself about her body. Action is grounded in promoting a new narrative that expresses that all women and girls, everywhere, must have complete freedom and autonomy over their bodies. The movement seeks to achieve meaningful progress in changing social norms; improving public policy, guidelines and laws; and unlocking financial, technical and human resources at local, national and international levels. These are all necessary, and inter-related, actions for a world where SheDecides.

1.3 SUMMARY OF THE STRATEGY

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

The Strategy has three goals:

1 Stand Up. Speak Out.

The 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. This includes increasing the number and diversity of Champions and Friends who take actions to promote the SheDecides vision and goals, and using positive and uniting language in their public communications and policy debates, to drive media coverage of SheDecides messages and priorities.

2 Change the Rules.

The 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 make the decisions only she should make. This includes uniting groups and people committed to making change in many countries and regions, facilitating their collective action and amplifying progress, and promoting advocacy tools grounded in evidence and data across the full vision of the SheDecides manifesto. SheDecides will support Champions to work with others (e.g. the Nexus) who are making change through international negotiations and discussions.

3 Unlock Resources.

The goal is to unlock the sustained, reliable resources necessary for women and girls around the world to exercise all their rights and access all the essential services (known and costed by the Lancet-Guttmacher Commission¹ that will also help to achieve broader goals, including universal health coverage. SheDecides will continue to call on 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. The movement also aims to inspire more investment from foundations, businesses and others, and presses for resources to be used well: linked together and tracked by others to hold policy makers accountable for achieving a world where SheDecides.

1.4 OVERVIEW OF GOVERNANCE STRUCTURE

As a global movement, SheDecides aims to be diverse and inclusive so that it brings together political and other leaders (from diverse countries and regions) with young people; leaders from gender equality, sexual and reproductive health and rights (SRHR), HIV and other non-governmental organisations (NGOs); parliamentarians; artists; people from the professions, private sector and academia; and activists and other interested individuals.

The governance model should reflect the core ambition of the movement: that women and girls should decide for themselves about their bodies. At the same time, the model should ensure that the key stakeholders of the movement, especially young people, have equal opportunity to participate and influence its priorities and activities. The governance

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

processes and procedures therefore are designed so that guidance and decision-making processes are inclusive, agile and 'light touch'. They should not create heavy, time-consuming, bureaucratic processes.

The primary bodies in the governance structure of SheDecides are:

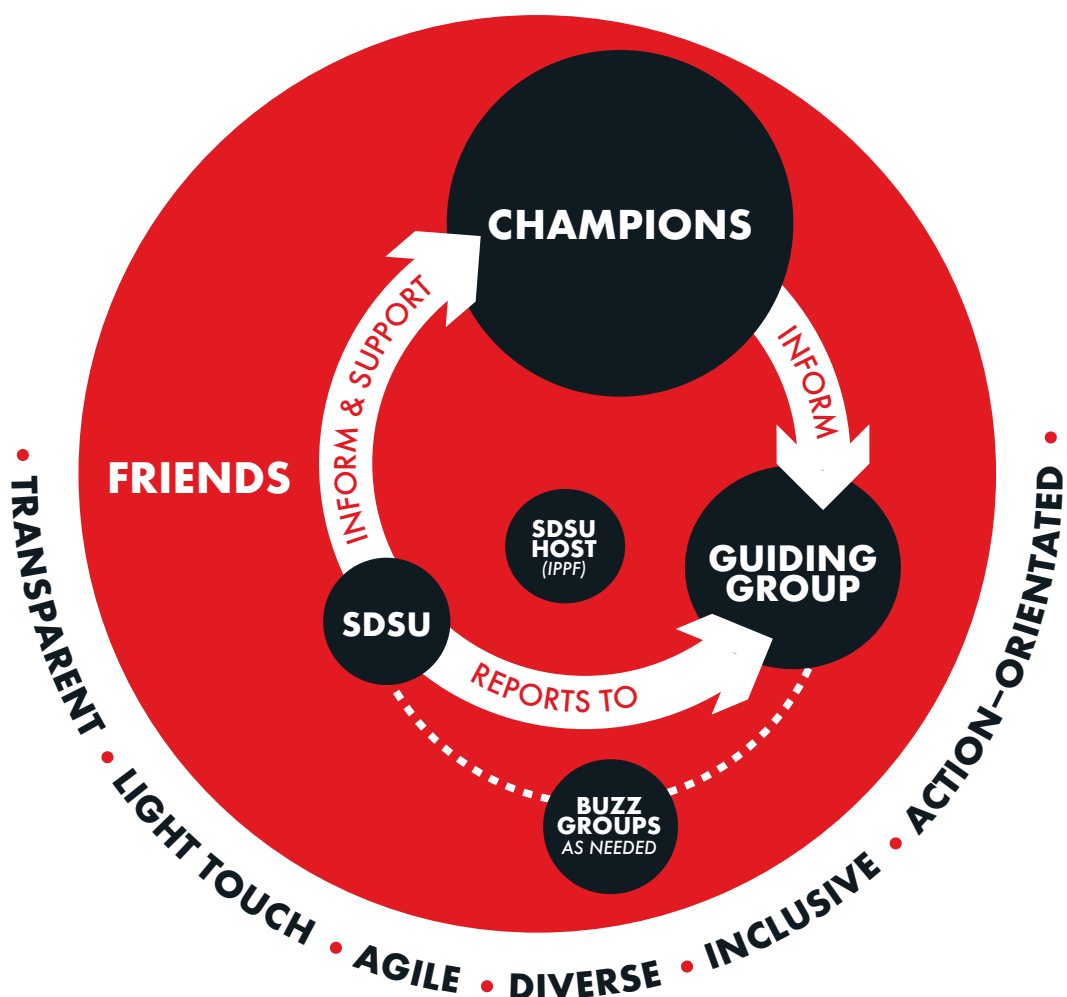
- Global Guiding Group of Champions
- Champions
- SheDecides Support Unit (SDSU)

The Guiding Group is the principal decision-making body in the governance processes. It is supported administratively by the SDSU. The Guiding Group comprises Champions, including the elected Chair and Vice-Chair, and a representative of the host agency (whose representative is usually also a Champion). Champions are the large group of invited 'ambassadors' who have no administrative role but from whose ranks the Guiding Group is selected. Detailed information about their roles, responsibilities, selection processes and terms of office are provided elsewhere in this document: Section 4 (Champions), Section 5 (Guiding Group) and Section 6 (SheDecides Support Unit, SDSU).

The Guiding Group can decide to set up focused and time-bound **Buzz Groups** to deal with specific issues, as needed.

The role of the **SheDecides Support Unit (SDSU)** is to underpin and support the work of all Champions of SheDecides, as well as the Friends of the movement. This governance approach – with the Guiding Group providing the governance function to guide and oversee the work of the SDSU, rather than decisions being taken by a far larger group of Champions – enables the SDSU to retain its agility and capacity to respond to opportunities to advance the movement.

SHEDECIDES GOVERNANCE MODEL



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FRIENDS OF SHEDECIDES

3.3 Friends are the heart of SheDecides. They are citizens, businesses, governments, parliamentarians, young people, international organisations, foundations, collectives, NGOs, grassroots activists, health and legal professionals, academics and artists. They have all publicly aligned themselves with the SheDecides movement by signing the manifesto and agreeing to take action in line with one or more of the three pillars: Stand Up, Speak Out; Change the Rules; Unlock Resources. It is an important principle of SheDecides that Friends take action, as well as signing the manifesto. Given the scale and reach of the movement there is no process to track this directly, but Friends are warmly and repeatedly encouraged to take action, and invited to share information about what they do.

3.4 Friends have no formal role in SheDecides governance or priority setting, but they have opportunities to engage and influence. SheDecides currently offers two different ways to sign the manifesto: as an individual or an organisation. Individuals are encouraged to engage with SheDecides on a regular basis and to help raise awareness about the movement, including through social media and a virtual newsletter that includes recommendations for actions, campaigns, coordination and mobilization on behalf of and through the movement. (Interested individuals or organisations who cannot sign up as Friend, e.g., United Nations agencies, are also welcome to sign up for the newsletter.) Organisations that sign the manifesto are encouraged to highlight the movement in their public communications outlets (e.g., on their websites) and to directly support SheDecides or to support in other ways the movement's advocacy, fundraising and other activities.

3.5 The Guiding Group has the responsibility for considering how to handle engagement with any Friends or Champions whose behaviour, related to the movement could damage the reputation of SheDecides.

The following could raise concerns:

- A Friend or Friends publicly acting in ways that directly contradict or violate the spirit and vision of the manifesto and/or other SheDecides principles and standards, such as through written or spoken comments or policy decisions.
- Evidence of reputational risks to SheDecides from a Friend's or Friends' professional association with or public support for groups or individuals that have exhibited behaviour or actions that directly contradict or violate the spirit and vision of the manifesto.

3.6

The SheDecides “Style and Identity Guide” provides guidance about how Friends and Champions of SheDecides can use the name, “brand”, logo and images, and associate themselves with the movement. By signing the manifesto, all Friends are signing up to and signalling their support of the SheDecides values, and taking action to advance the manifesto. They have access to the expectations of them that are highlighted in the “Style and Identity Guide”. Regular reminders about these values and what they mean to the overall movement, including Friends, will be disseminated to Friends through the virtual newsletter, as well as being made available through the website and other communications outlets.

4

CHAMPIONS OF SHEDECIDES

4.1 Champions are the ambassadors of SheDecides. They are individuals with skills, expertise, influence and interest in the vision of the SheDecides movement. They have committed to advancing its priority areas, its mission and goals by signing the manifesto and taking action on a regular basis. Champions should be willing and able to lead by example, putting in substantial energy and personal commitment, individually and on behalf of their organisations, to advance the goals of the movement. In the case of Champions from governments, foundations and other donors, this will include leading by example with resource mobilisation – pledging resources “so that She Decides”, and encouraging peers to do the same.

4.1.1 Champions agree to be identified publicly as SheDecides Champions, including on the website, and are expected to actively explain, support, promote and help to expand the movement and its goals and principles. They can come from any country and any sector or profession, including government, civil society, the private sector, the media, academia and the creative arts, and may include representatives from foundations, youth-led organisations, international organisations, professional associations, and other groups.

4.1.2 Through their reach and diversity, Champions play central roles in charting and sustaining the overarching direction and course of the movement. They have no regular decision-making role, but they have the opportunity and are encouraged to co-create the movement with the Guiding Group that serves as the decision-making body. They are ‘co-creators’ due to their influence and input on the movement’s broader direction, focus and priorities, including through virtual and face-to-face meetings on a regular basis and the advice they provide to the Guiding Group of Champions.

4.1.3 As a group, the Champions do not serve as the governing body of the SheDecides movement. Rather, this has been delegated to the Guiding Group, most members of which are selected and agreed by the wider group of Champions. The main governance-related tasks for all Champions are to:

- Select Guiding Group members
- Identify other potential Champions, offer advice and due diligence on potential new Champions

4.1.4 They may also wish to:

- Propose 'buzz groups' (working groups or committees) to deal with specific issues
- Advise on the direction of the movement by engaging in virtual and face-to-face exchanges with the Chair, Vice-Chair or other Guiding Group members (noting that, with the exception of confidential papers, Guiding Group members are welcome to share papers with other Champions)
- Report back to the Guiding Group and the full group of Champions on SheDecides activities and events in their countries or regions as well as other developments (e.g., in the policy, political or advocacy realms) that are relevant to the SheDecides mission and movement.

4.1.5 More broadly, Champions are asked to do the following in their professional and personal capacities to help advance the mission and priorities of SheDecides:

- Raise the profile of the movement and promote it, including its vision and objectives
- Arrange, support or participate in gatherings, events or other activities on behalf of the movement or in support of its mission, goals and objectives
- Secure the resources to create a world where SheDecides. Champions from donor governments, foundations and other donor agencies are expected to provide their resources to advance the vision of SheDecides, as well as encourage others to do the same
- Help to build and strengthen the movement by reaching out to peers and other individuals and organisations and seeking to engage them in SheDecides
- Engage with and support, if requested, national SheDecides movements in their own countries or regions

4.1.6 Upon taking up their SheDecides roles and responsibilities, all Champions are expected to make a formal commitment to take personal actions and advance efforts that will support the movement and achieve greater progress in meeting its goals and priorities. They should use the commitments to hold themselves accountable throughout their involvement as Champions.

4.1.7 The SDSU regularly communicates with the Champions on a virtual basis, including with information about the movement as well as other issues and developments that are relevant to its mission and priorities. From time to time, and at the discretion of the Guiding Group, Champions may be invited to SheDecides meetings, retreats or other gatherings. It is envisaged that the number of such meetings would not exceed two a year. These meetings are for strategizing and generating ideas about the future of the movement, not for decision-making. These gatherings of Champions are intended to provide a forum for discussing relevant issues associated with the movement and its goals and objectives, including national, regional and global developments that will or could affect progress. In addition, Champions can organise their own meetings on general or specific topics and invite all, or some, Champions to attend.

4.2 COMPOSITION AND SELECTION PROCESS

4.2.1 The maximum number of Champions at any given time is expected to be between 50 and 75. The Guiding Group is expected to act judiciously, however, to ensure a reasonably manageable group in which all can meaningfully engage. The Guiding Group will initiate a review of these limits on an annual basis. There is no maximum tenure for Champions, however Champions will be invited to renew their tenure every 3 years.

4.2.2 The criteria for selecting SheDecides Champions are relatively informal with existing Champions proposing other leaders whom they believe will be effective ambassadors for the movement and can add value. Across the whole group of Champions, the Guiding Group will seek to maintain balance, and to protect the style and identity of the movement (see 4.2.7). The basic criteria to appoint Champions are:

- willingness, and ability, to leverage influence (in network, voice, people, organisations);
- political weight (and preparedness to throw that weight around);
- commitment to the manifesto, and to take proactive and regular action to advance the vision and to grow the movement.

4.2.3 Champions can stand down from the role at any time on the basis of a simple request. They can also be removed by a majority vote of Guiding Group members if it is determined that an individual has acted in ways that directly contradict or violate the spirit and vision of SheDecides expressed in the manifesto and/or other SheDecides principles and standards, such as through written or spoken comments or policy decisions. Individuals who leave their organisation or other professional position (e.g., government minister) that was the basis for their involvement will usually cease to be Champions, unless the Guiding Group determines that there are compelling reasons to appoint them as a Champion in their individual capacity. For Ministers (or other government leaders), the successor should automatically be invited to be a Champion. For all other sectors – for example, leaders of international NGOs – the Guiding Group has the authority to decide whether to invite the successor. This decision will usually be taken at the next Guiding Group meeting, but can occur in between meetings if useful.

4.2.4 Consideration of new Champions takes place up to twice a year – although on occasion, and for exceptional reasons, the Guiding Group may invite an individual outside of this formal process. The process is overseen by the Guiding Group, with the support of the SDSU. Any existing Champion or member of the SDSU can propose new Champions to the Guiding Group at any time. Individuals interested in being champions may also send an expression of interest to the SDSU. The Guiding Group has the responsibility for screening names, reaching out to preferred candidates to assess their interest, and

presenting a slate of names to the full Champions on a 'no objections' basis. The Champions are expected to provide due diligence on the names provided, including by bringing forth any objections if they perceive a lack of fit with the mission and goals of the movement. This due diligence is inclusive of considerations about the former or current behaviour or policies of the individual or her/his organisation or government that could damage the reputation and direction of the movement. The Guiding Group will review all objections raised during the process of due diligence and consider them in their final decision.

- 4.2.5** When Heads of State and Ministers are proposed as new Champions, there will be a modified process to recognise the political sensitivities involved. The Guiding Group will decide on whether s/he should be approached. They will then agree (with the support of the SDSU) on the correct political process to approach the Head of State or Minister – e.g., which Champions or other political leader should make the informal approach before the Chair and Vice-Chair issue formal invitations to join. The Guiding Group will not include the name in a 'no objections' process with all Champions. At their discretion, the Chair and Vice-Chair will take due diligence soundings from relevant Champions who do not serve on the Guiding Group.
- 4.2.5** When new Champions are approved, the Guiding Group, with the support of the SDSU, will issue formal invitations to join, and the new Champion(s) will be formally announced, at events and through social media, as soon as deemed appropriate.
- 4.2.5** No quotas will be applied to the Champions roster. The Guiding Group, however, is charged with seeking active and fair representation across all global regions as well as diversity regarding age, professional sector, work experience and focus (e.g., global, national, local). In line with the emphasis that SheDecides places on the meaningful engagement of young people, there will be proactive efforts to appoint young leaders as Champions. To preserve the style and identity of the movement, the Guiding Group will ensure an appropriate balance of Ministerial and governmental Champions.

5

GUIDING GROUP OF CHAMPIONS

The **Guiding Group** has up to 9 members, and is deliberately diverse in skills and backgrounds, including:

- at least two (diverse) governments,
- at least two young leaders,
- at least one CSO leader,
- the host organisation

The first Guiding Group was established in March 2018 by (1) abolishing the Leading Champions role and automatically transitioning the three Leading Champions at the time (Ministers from Finland and South Africa; Victoria Fuentes, MexFam) to the new oversight body for the initial period; and (2) agreeing as additional members two young leaders - Jona Turalde (The Philippines) and Tikhala Itaye (Malawi) as well as Lilianne Ploumen MP (Netherlands), Lina Abirafeh (Lebanon/ all Arab states) and Malayah Harper (World YWCA), with Kate Hampton representing the host at that time, CIFF. The Guiding Group has since evolved further, with the Danish Minister replacing the Finnish Minister, and the IPPF Champion Alvaro Bermejo replacing CIFF with the transition of Hosts.

5.1 The Guiding Group's governance functions are the following:

- Select the Chair and Vice-Chair
- Guide, support and oversee the work of the SDSU, in line with the strategic priorities. Guidance and oversight of the SDSU includes six core roles:
 - 1** Approve the annual work plan and budget to ensure that the SDSU's support aligns with the strategic priorities of the movement
 - 2** Provide strategic guidance on issues not addressed in the annual work plan
 - 3** Select and appraise leadership of the SDSU (respecting the host organisation's human resources role)
 - 4** Approve and monitor the hosting agreement governing the relationship between the SDSU and the host agency
 - 5** Keep the Champions informed of activities on a regular basis
 - 6** Set up focused and time-bound 'buzz groups' to deal with specific issues, as needed; oversee those groups' progress and review the outputs and results; and make decisions about how and if to take action.

- Define strategic priorities for the movement, within the framework and approach set by the Champions
- Set objectives and targets
- Guide the appointment of new Champions, ensuring a balanced, diverse group of Champions, with a central role for young leaders
- Guide the further detailing of the SheDecides governance structure

The full Guiding Group will meet in person or virtually at least two times a year. The SDSU will organize all regular meetings as well as others on an ad hoc basis – including in emergency circumstances – that are requested by a majority of the Guiding Group.

A majority of the Guiding Group must agree on any proposals, including from the Chair or Vice-Chair, to hold additional meetings beyond the regular ones.

5.2 COMPOSITION

5.2.1

The Guiding Group should reflect the political nature of the movement. Champions are encouraged to consider factors such as political experience, savvy, influence and clout, as well as specific skills and expertise, during selection processes for this main governance body.

The Guiding Group can have up to nine members. As part of an overall effort to promote and ensure diversity, it is strongly suggested (though not required) that at all times the Guiding Group consist of the following:

- at least two (diverse) governments
- at least two young leaders (with 'young' defined as individuals under the age of 30, and ideally at least one adolescent; the two young leaders should be from different backgrounds, regions)
- at least one leader of a civil society organisation (CSO) or another representative from the civil society sector

The Guiding Group also must always include a representative from the host organisation. If not already a Champion, the representative of the host organisation will be expected to be willing to serve as a Champion.

The leadership of the SDSU attends meetings of the Guiding Group ex officio, but will absent themselves when issues about the leadership are discussed or they are asked to leave the room for other reasons by the Chair or Vice-Chair.

5.2.2

The total number of Guiding Group members at any time should be an odd number, if possible, including the permanent slot to be occupied by the host organization.

5.3 SELECTION PROCESS

With the exception of the SDSU and host representative slots, Guiding Group members are selected by their fellow Champions in a process facilitated and supported by the SDSU.

STEP 1 Champions are invited to submit names to the Chair and Vice-Chair for individual Champions to serve on the Guiding Group in advance of a submission deadline. (Champions can put their own names forth as well.) Existing Guiding Group members who are eligible for a subsequent term are expected to notify the Chair and Vice-Chair that they are either interested in another term or would like to step down.

STEP 2 The Chair and Vice-Chair review the submitted names and determine whether sufficient candidates are available to meet expectations of diversity (e.g., representation of governments, young leaders, civil society), and the range of skills for a strong collective team. Desirable skills and expertise include, but are not limited to:

- Administration and Management
- Board Experience
- Communications, Marketing or Public Relations
- Early Stage Organisations/Start ups
- Financial Oversight
- Human Resource Management
- Organisational Development
- Resource Mobilisation
- Strategy Development
- Women's Rights/Gender Equality
- Youth Engagement

If the leadership team decides that, collectively, the proposed candidates are insufficiently diverse, it will inform the full group of Champions and, with their support, actively seek to identify candidates that will comprise a more diverse overall Guiding Group. Through a similar process, the leadership team can also seek to fill certain specific skills sets that the Guiding Group believes is needed on the main governance body. In such cases, the Guiding Group must agree on the specific skill or skills desired and formally authorize the leadership team to mention the criteria to the full group of Champions when inviting them to submit names.

STEP 3 The Chair and Vice-Chair verifies with prospective members that they can invest the time needed to fulfil their duties.

STEP 4 The Chair and Vice-Chair present the list of submitted candidates to the full Guiding Group for consideration, along with information and guidance about how basic expectations can be met (e.g., regarding diversity).

STEP 5 The Guiding Group discusses all candidates. If unanimity can be achieved, the slate of the proposed new Guiding Group is then submitted to the full list of Champions on a 'no-objections' basis for their approval or rejection. Individual Champions' votes will be confidential, and a simple majority vote is required for the slate to be accepted.

5.4 LENGTH OF TENURE

Excluding the permanent seat occupied by (and chosen directly by) the host organization, each Guiding Group member serves a two-year term, and up to half of the total membership is selected every second year. This staggered approach should mean that no more than half of the Guiding Group rotate off at any one time. Members are restricted to two consecutive two-year terms (i.e., a maximum of four years each) before they must rotate off the Guiding Group. They can be selected again after being off the Guiding Group for a minimum of one year.

5.5 ROLES OF CHAIR AND VICE-CHAIR

5.5.1

Unless extraordinary circumstances advise otherwise (and that would require a unanimous vote by the Guiding Group), the Chair and Vice-Chair should be from different backgrounds and regions. In order to express the political nature of the SheDecides movement, at least one of the two should be a political Champion – ideally from government.

5.5.2

In addition to being members of the Guiding Group, the following are among the other expectations for the two positions. Jointly, they are the main and leading spokespersons of the movement. All other members of the Guiding Group can be considered as speaking on behalf of the movement if they make public statements regarding SheDecides, especially where this reflects on collective decisions taken by the Guiding Group.

5.5.3 CHAIR

- Serving as the leading spokesperson or public 'face' of the movement, including with the media, and/or formally representing the movement as a whole at global, regional and national events and fora.
- Chairing all Guiding Group meetings
- Working with the SDSU to prepare documentation (e.g., agendas) and proposals in advance of all Guiding Group meetings
- Engaging directly with the SDSU on a regular basis outside of formal meetings
- Providing regular updates (e.g., on a quarterly basis) to all Champions (including the Guiding Group) on the activities of the SDSU and other relevant movement developments.

- Overseeing the composition and selection process of the future Guiding Group.
- Selection, annual appraisal, etc. of SDSU leadership with the host organization - and also consulting with the overall Guiding Group
- Serving as a liaison between other Guiding Group members and the SDSU as needed, including to ensure clarity and understanding regarding documents, decisions and proposals.

5.5.4 VICE-CHAIR

The Vice-Chair's main overarching responsibility is to support the Chair in all governance-related areas. As the Chair's deputy, the Vice-Chair may be deputized to undertake specific tasks by the Guiding Group if approved or requested by the Chair. Ideally, the Vice-Chair should have complementary skills to those of the Chair, so that jointly they can represent the diversity of the movement and work as a team to manage the Guiding Group effectively and efficiently to meet all responsibilities.

Other expectations include the following:

- Understanding of the responsibilities of the Chair (outlined above) and ability to perform those duties in the Chair's absence, including chairing Guiding Group meetings.
- Availability and commitment to take on additional work as needed between Guiding Group meetings.
- Working with the Chair to design, undertake and review the results of evaluation and appraisal processes for the SDSU leadership, and the composition and selection process for the future Guiding Group.

5.6 SELECTION AND TENURE OF CHAIR AND VICE-CHAIR

5.6.1 The Guiding Group selects from among its members, by a simple majority vote, a Chair and Vice-Chair. The selections of the Chair and Vice-Chair should be done every two years after the new Guiding Group is constituted.

5.6.2 Both the Chair and Vice-Chair are restricted to a maximum of two terms in one position. They can serve those two terms consecutively. The Guiding Group rules regarding overall length of tenure take precedence, which means that the Chair or Vice-Chair also are expected to step down after just one year if that was the fourth consecutive year of their membership on the Guiding Group.

5.6.3 Vice-Chairs can be elevated to the Chair position, or vice versa, as long as their overall consecutive tenure on the Guiding Group does not exceed four years, and they do not exceed the maximum total of two years in one of the leadership positions.

6

SHEDECIDES SUPPORT UNIT

- 6.1** The SDSU is the main SheDecides administrative entity, established to support the Champions and Friends of SheDecides. It is overseen and guided by, and reports to, the Guiding Group of Champions. As SheDecides aims to be a largely decentralized movement, the SDSU should be modest in size and focused primarily on facilitation, connecting, communicating and translating messaging as well as building the role of Champions.
- 6.2** The SDSU has no governance role per se. It is the operational arm, charged with supporting the Champions to advance the vision of the movement, expressed in the SheDecides manifesto and to deliver the agreed Strategy. Its overall core functions are to facilitate, support and build the role of Champions in their 'ambassadorial' work and to connect all parts of the movement, including through communicating, amplifying and translating messages. SDSU members only speak for the movement or otherwise make any public comment (written or otherwise) to advance priorities and the Strategy already agreed by the Guiding Group.
- 6.3** The leadership of the SDSU attends Guiding Group meetings, in a non-voting role, in order to advise and to execute the decisions taken. The leadership of the SDSU is selected and appraised by the Chair and Vice-Chair of the Guiding Group (in consultation with other Guiding Group members), along with the host of the SDSU.
- 6.4** The SDSU's main role is to facilitate the movement to achieve its vision. This will include:
- Supporting Champions to develop and execute the SheDecides Strategy in line with its vision, mission, and mandate;
 - Carry out administrative and operational tasks that are necessary to ensure an efficiently, effectively run movement (excluding those tasks and responsibilities assigned to the host organization, as per the hosting agreement, or which are reserved to the Guiding Group in its oversight role);
 - Translating the Strategy into a costed work plan, for agreement by the Guiding Group, and executing that plan to achieve key milestones;
 - The maintenance of existing funding and the acquisition of new funding for the operating costs of the SDSU;

- Supporting national and regional movements to connect with each other and with global Champions to ensure that they share the same inclusivity, diversity, style and identity as the overall movement;
- Supporting Champions to mobilise resources for the movement as a whole;
- Supporting the Guiding Group of Champions including with regular reports and updates to the Guiding Group on relevant developments, and providing all logistical and administrative support necessary;

6.5

The SDSU has an essential role communicating, amplifying and translating messages. Its overall goal in this area is to ensure that the voices and interests of Champions and Friends are widely and clearly heard. As part of that effort, it oversees and facilitates communications with Friends, including through social media and regular updates via an online newsletter that includes recommendations for actions, campaigns, coordination and mobilization on behalf of and through the movement. As requested by the Guiding Group and Champions, the SDSU also can help to facilitate communications among and from Champions.

7

AD HOC GOVERNANCE STRUCTURES ('BUZZ GROUPS')

7.1 Members of the Guiding Group, all other Champions and the SDSU can propose setting up 'buzz groups' to address specific tasks. These are issue-related working groups that have clearly defined outputs and responsibilities. Buzz groups also should be time-bound, meaning that their terms of reference (ToR) and other conditions have specific beginning and end dates.

7.2 The following are the major parameters and processes related to buzz groups:

- The Guiding Group has responsibility for approving or rejecting a proposed buzz group. For those approved, it has responsibility for agreeing the ToR, including focus, duration, membership, progress tracking and evaluation.
- Members of the buzz groups can include Champions, members of the Champions' support teams, and additional or external expertise if required.
- The SDSU will support buzz groups and facilitate communication and meetings. The type of support required from the SDSU should be clearly described in advance.

7.3 **ENGAGEMENT OF DONORS TO THE SDSU IN GOVERNANCE**

In order to engage in an efficient and effective way, while respecting the mandate of the Guiding Group as the body that provides strategic direction to the movement, active donors to the SDSU will participate in a Donor Advisory Group.

The objectives of this group are to:

- Optimally harmonise donor support by adhering to the principle of basket funding and establishing joint reporting standards, thus ensuring proper accountability for resources while minimizing the SDSU's workload.
- Ensure that a broad donor base for the work of the SDSU is developed and maintained.
- Streamline discussions between donors and the SDSU by offering a platform to discuss reflections on reports.
- Share donor opinions about the direction of travel of the SDSU with the Guiding Group, while respecting the Guiding Group's mandate to guide, support and oversee the work of the SDSU, including the approval of its work-plans.

7.3.1

The leadership of the SDSU will alert the Chairperson of the Guiding Group as soon as she foresees, throughout the year, an over-expenditure of 10% or more in one of the agreed work areas. S/he will provide insight into the reasons for this likely variance and suggest a way forward, including, if necessary, a budget revision. The Chair will then draft a response, which will be shared with the other Guiding Group members on a no-objection basis. After the Guiding Group has given this guidance, the donors will be informed accordingly.

8

HOST ORGANIZATION

8.1 SheDecides is a movement that aims to be agile and flexible and to have minimal structural frameworks and complications. Therefore, the SDSU is not an independent entity and instead is hosted by a separate Hosting entity, as agreed by Champions.

8.2 Guided by the Guiding Group, the SDSU has responsibility for identifying appropriate hosts if a change in hosting is required, preparing comprehensive proposals for review by the Guiding Group (and making recommendations if requested). If a move to a new host agency is considered, the SDSU will solicit input, information and suggestions from Champions as to potential hosts, who will be evaluated according to the same criteria, which include the following:

- agility and flexibility;
- credibility and alignment with the SheDecides mission;
- infrastructure quality;
- appropriateness for potential funders to the SDSU; and
- ability to begin hosting the SDSU within the preferred timeframe.

The Guiding Group of Champions is responsible for selecting the host from the list of candidates presented by the SDSU.

8.3 A formal legal agreement or Memorandum of Understanding (MoU) between the host agency and SheDecides will be considered and agreed by the Guiding Group, and the operation of that agreement will be the responsibility of the SDSU. The SDSU will manage direct relations with the host, including in areas such as fees and payments for rent and other services, financial arrangements and flows, technology and other infrastructure needs, and other services that might be negotiated and agreed to in a hosting contract (e.g., access to and use of travel services). The operations manual, including related policies, will be agreed with the host agency to take into consideration their legal and policy requirements.

9

RELATIONSHIP BETWEEN NATIONAL AND REGIONAL SHEDECIDES MOVEMENTS AND THE GLOBAL MOVEMENT

9.1 SheDecides harnesses and supports the efforts of individuals and organisations to build an aligned global movement, united behind a common mission and vision that is expressed in the manifesto and also articulated in the Strategy. SheDecides is a global movement driving change that is fuelled by action taken by Champions from a wide range of contexts – and since the start, action has been taken at local level in many communities and countries. Any movements emerging at national or regional level will respond to their own priorities and employ locally appropriate and diverse tactics to achieve political and other change to protect and promote the rights of women and girls worldwide to decide about their bodies.

9.2 Some Champions, Friends, partners and communities in various countries are beginning to catalyse and develop national SheDecides movements to help advocate for and facilitate political and other reforms and action in line with the vision of the SheDecides manifesto. These efforts are and should continue to be encouraged by the global movement, and there is enthusiasm for seeing action take off at local level to respond to national and regional priorities and needs.

9.3 There is no requirement or expectation for national movements to be structured in any specific way. Each will facilitate its work according to local needs, capacities and ambitions. There is also no expectation or reporting line between national movements and the global movement or its support unit. Many national movements are looking to the SDSU to provide connections to other Champions, including local partners of global Champions and the SDSU will offer that support as well as assisting the local movements to shape their directions to be coherent with the vision and strategy of the movement as a whole, and to have the same level of inclusivity and diversity.

9.4 INCLUSIVITY

National or regional movements that use the SheDecides name are expected to be inclusive, diverse, open and transparent. They therefore should engage multiple partners and not be exclusive to any one organisation or individual (e.g., a local SheDecides Champion). Local partners of global Champions should be invited to be a part of any national movement. Local Friends and Champions will engage with and draw in the individuals, organisations and politicians they deem appropriate, setting the agendas and priorities that make the most sense in their contexts. Like the global movement, local movements must have young people at their heart.

9.4 ALIGNING IDENTITY

Because they use the SheDecides name, national movements are understood to have clearly signalled their desire, intention and commitment to achieve similar broad goals as the global movement. Therefore, as they are under the SheDecides banner, national movements that use the SheDecides name should adhere to the style and identity guidelines. In particular, they therefore are expected to:

- Respond to the vision of the SheDecides manifesto and the mission, values and objectives of the global movement
- Take action to deliver the three goals: Stand Up, Speak Out; Change the Rules and Unlock Resources
- Adhere to the visual, copy and design guidelines when using SheDecides name or communicating or acting in the name of SheDecides.

9.5 GUIDANCE

More comprehensive guidance outlining the expectations of national and regional movements that use the SheDecides name is provided in “SheDecides at Local Level”, a guidance document which forms part of the “SheDecides: Style and Identity Guide”.

10 REFINING AND EVOLVING GOVERNANCE

10.1 The SheDecides governance processes and procedures can and should evolve in response to changing needs and expectations, while staying true to the character of the movement: **flexible, agile, diverse, and action-oriented**.

A Governance review should take place at least every three years, with relevant analysis, preparation and distribution of any proposals being undertaken in advance.

10.2 The Guiding Group also has the right (though not the requirement) to develop and use assessment tools and processes as part of an effort to ensure high-quality engagement and work for itself and the SDSU. Tools developed for each of these different entities should be distinct and based on important underlying factors such as the Guiding Group members (and other Champions) not being remunerated and SDSU staff being salaried.

10.3 Champions are expected to self-assess their SheDecides involvement. They should use as the basis of their self-assessments the commitments they made when initially becoming a Champion. On an annual basis, the Guiding Group will ask all Champions to undertake this self-assessment process and to reflect on how they can and will engage in the upcoming year.

ANNEXES:

- **SheDecides Manifesto**
- **SheDecides Strategy, 2019-2021**
- **SheDecides Style and Identity Guide**
- **SheDecides at Local Level**