

**BUILDING,  
MAINTAINING  
AND SUSTAINING  
NATIONAL WHITE  
RIBBON ALLIANCES:  
A FIELD GUIDE**



**USAID**  
FROM THE AMERICAN PEOPLE



Access to clinical and community  
maternal, neonatal and women's health services

# BUILDING, MAINTAINING AND SUSTAINING NATIONAL WHITE RIBBON ALLIANCES: --- **A FIELD GUIDE** ---



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This publication is made possible through support provided by the Maternal and Child Health Division, Office of Health, Infectious Diseases and Nutrition, Bureau for Global Health, U.S. Agency for International Development, under the terms of the Leader with Associates Cooperative Agreement GHS-A-00-04-00002-00 (ACCESS Program). The opinions expressed herein are those of the author and do not necessarily reflect the views of the U.S. Agency for International Development.

Printed in the United States of America

## **Acronyms**

AGM	Annual General Meetings
BOD	Board of Directors
CEDPA	Centre for Development and Population Activities
CBOs	Community Based Organizations
ICM	International Confederation of Midwives
MOH	Ministry of Health
MOU	Memorandum of Understanding
NGOs	Non-governmental Organizations
POPPHI	Prevention of Postpartum Hemorrhage Initiative
SWOT	Strength, Weakness, Opportunity and Threats
UN	United Nations
USAID	United States Agency for International Development
WHO	World Health Organization
WRA	White Ribbon Alliance for Safe Motherhood

## **Key Resources**

White Ribbon Alliance for Safe Motherhood. 2006. *Cultivating Financial Support: A Fundraising Guide for National Secretariats and Members.*

White Ribbon Alliance for Safe Motherhood. 2003. *Building a Global Movement: The White Ribbon Alliance for Safe Motherhood, 1999-2003.* Baltimore, MD: JHPIEGO Corporation.

White Ribbon Alliance for Safe Motherhood. NGO Networks for Health, 2000. *Awareness, Mobilization and Action for Social Mobilization: A Field Guide.*

White Ribbon Alliance for Safe Motherhood. 2003. *Igniting Change: Accelerating Collective Action for Reproductive Health and Safe Motherhood.*

White Ribbon Alliance for Safe Motherhood/India. 2002. *Saving Mothers' Lives: What Works. Field Guide for Implementing Best Practices in Safe Motherhood.* Washington, DC: WRA Global Secretariat and New Delhi: WRA Secretariat.



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# INTRODUCTION

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## Why form Alliances to advocate for Safe Motherhood and Newborn Health?

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Effective alliances can play a crucial role in improving public health. United by a common goal, diverse members of alliances can raise public awareness of safe motherhood issues and effectively mobilize resources in a manner which a single group or partner might not be able or willing to take on alone. Alliances represent a collaborative effort among members that cannot only share the workload but often can minimize or avoid duplication of investment and activities<sup>1</sup>.

Given the importance and impact of global health alliances, participating in the **White Ribbon Alliance for Safe Motherhood (WRA)**, enables individuals and organizations to join in a dynamic global movement. The WRA includes organizations, individuals, governments, and communities. It is organized to raise awareness about safe motherhood and seek solutions collectively to improve maternal and newborn health, ensuring safe childbirth for women around the world.

The WRA has grown from a small group of dedicated individuals to a global movement, including National Alliances in 13 countries. These Alliances have the capacity to organize at the community level, as well as advocate for policy change at the national level. National Alliances and the Global Secretariat are proud to be connected and united for a common cause.

Act now and join the WRA! You can join online and register as an individual member or as a representative of your organization. Become a member today and get involved in your country through WRA activities, Alliance working groups, and other areas of your interest. To become a member, complete the information online and return it to the Global Secretariat via post, email, or fax.

Please join us in working towards a world where all women and newborns are ensured a health pregnancy and birth!

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Website: [www.whiteribbonalliance.org](http://www.whiteribbonalliance.org)

The Global White Ribbon Alliance Membership Form is also provided in Annex 1.

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<sup>1</sup> Bill and Melinda Gates Foundation. *Developing Successful Global Health Alliances*. 2001.

## **Purpose of the Guide**

This guide will provide White Ribbon Alliance (WRA) secretariats, coordinating bodies and individuals or groups with the tools and information necessary to effectively establish, manage, and sustain a national White Ribbon Alliance. This guide shares ideas and insights into effective WRA processes and experiences to promote safe motherhood worldwide. Use the information and examples in this guide and adapt them to your needs.

The content includes:

- A brief history of the WRA and recommended successful alliance building approaches and tools
- A discussion of select guiding principles and organizational models and practices
- An explanation of how various approaches and tools can be used to maximize benefits and sustain efforts
- A summary of lessons learned
- A compilation of resources, including references of research materials, multi-country examples, and relevant planning and monitoring forms

## **Acknowledgments**

This publication was made possible by support from the United States Agency for International Development (USAID) to the ACCESS Project. The guide is based on the experiences of the global and the national alliances. The contribution of the WRA members, alliance coordinators and the Global Secretariat have made this document rich in information as well as practical for use in the field. The author thanks everyone who helped to develop this guide into a useful tool for White Ribbon Alliances around the world.

Special acknowledgments go to Betsy McCallon who guided the development of the guide throughout the process in addition to Aparajita Gogoi who contributed ideas, experiences and tools through her assistance to various national alliances. Dr. Gogoi's work informed numerous sections and the overall content of this guide. The input of Rivu Banerjee, Jeremie Zoungrana, Rose Mlay, Farhana Ahmad, Areba Panni, Elgonda Bekker, Sudhanshu Mohan Dash, Michelle Prosser, and Nancy Russell were also vital in the revision of this publication.

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# HISTORY OF THE WHITE RIBBON ALLIANCE FOR SAFE MOTHERHOOD

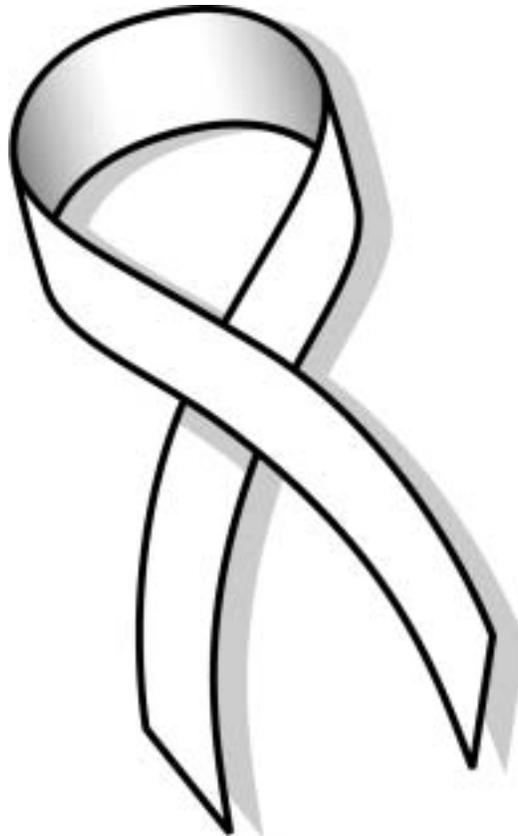
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In 1999, a dedicated group of international professionals created the White Ribbon Alliance for Safe Motherhood (WRA). The founders of the WRA recognized the need to inspire and ignite individuals, governments, and civil society around the world in order to effectively establish and implement international agreements and national policies. In its first year the informal coalition of nongovernmental organizations (NGOs) and donors agreed to use the white ribbon as a symbol to “raise awareness, build alliances and to act as a catalyst for action” to save the lives of women and newborns.

Over the years the WRA has expanded in membership, scope of work and organizational structure. The global movement has accelerated momentum based on the cumulative and dynamic actions of country and regional Alliance activities.

Today, the White Ribbon Alliance for Safe Motherhood is an international coalition of individuals and organizations working to make safe pregnancy and childbirth a priority issue in developing and developed countries.

Wear a white ribbon! You can be a daily advocate for safe motherhood and maternal health by simply wearing the white ribbon and telling others about the WRA and other groups working on making pregnancy and childbirth safe and healthy for all.



---

*Safe motherhood is everybody's business.*

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## What is the significance of the White Ribbon?

*The white ribbon is dedicated to the memory of all women who have died in pregnancy and childbirth.*

*Worldwide, a woman dies of pregnancy-related complications every minute of every day - nearly 600,000 women each year.*

*Most of these deaths can be prevented.*

*The color white was selected because it represents mourning in some countries and hope in others. As we commemorate those who have died, we also have hope for the future.*

*The White Ribbon Alliance for Safe Motherhood unites individuals, organizations, and communities working to increase public awareness about this needless loss of life and to promote safe motherhood.*

---

*The WRA is a grassroots movement for safe motherhood that builds Alliances, strengthens capacity, influences policies, harnesses resources and inspires action to save women's and newborns lives worldwide.*

---

## **Mission and Vision**

(developed and confirmed by the WRA membership)

The WRA is a grassroots movement for safe motherhood that builds Alliances, strengthens capacity, influences policies, harnesses resources and inspires action to save women's and newborns lives worldwide.

The vision of the WRA is to work to create a world where:

- It is a woman's basic human right to achieve optimal health throughout pregnancy, childbirth, and the post-partum period for herself and her newborns.
- Women are empowered to demand respectful, quality safe motherhood services and help other women to do the same.
- Women and newborns have access to essential and life saving safe motherhood services and information.
- Women and men are active members in the safe motherhood movement, are knowledgeable, and make decisions together that promote safe motherhood within their own families and their communities.
- Communities work together to address the effects of poverty, HIV/AIDS, armed conflict, violence against women and children, and gender inequities on safe motherhood.
- Governments set policies in collaboration with women, their communities, and other stakeholders and implement programs in support of safe motherhood.

## **Principles**

The principles of the White Ribbon Alliance for Safe Motherhood are shared beliefs of members, which provide guidance about structure, processes and overall conduct to all who join the WRA:

1. Members have a voice and responsibility in developing and maintaining an accountable, effective, transparent and responsive, sustainable Alliance and to participate in decision-making.
2. Members may organize activities consistent with the mission, vision and principles of the White Ribbon Alliance for Safe Motherhood.
3. Members are committed to enhancing local understanding of safe motherhood and building local capacity to advance the goals of safe motherhood at all levels.
4. Members are committed to sharing best and promising practices to advance the goal of safe motherhood.
5. The White Ribbon Alliance promotes the open exchange of information, collaboration, learning and ideas in ways that are appropriate in the local, national and international context.
6. The White Ribbon Alliance actively seeks the participation and/or partnership with women, men, their families and communities, professionals and practitioners from diverse fields, members of civil

society, the private sector, UN agencies, bilaterals, all sectors of government and donors.

7. The White Ribbon Alliance values, aspires and works to recognize each member's voluntary contribution to the goals of safe motherhood and connects local action with the larger vision.
8. The White Ribbon Alliance respects, protects and encourages individual, gender, cultural and social diversity.
9. The White Ribbon Alliance is open for membership irrespective of caste, color and creed by any individual or group agreeing to its mission, vision and principles and the unifying symbol of the white ribbon.
10. The White Ribbon Alliance advocates for safe motherhood as a basic human right.

All members should know and adhere to these ten principles in their experiences of building, maintaining, and sustaining the WRA.

## **Structure of the Global Alliance**

Although the Alliance was initiated by individuals and sprung into an organic movement without a formal structure, overtime it has added governance structures, such as the Global Secretariat and Board of Directors. These centralized bodies aid in decision-making, information sharing, leveraging resources, and Alliance building. The Alliance's Global Secretariat is located in Washington, D.C.

### **The Global Secretariat**

Three full-time persons currently staff the Global Secretariat. Lessons have been learned over the years that full-time staff is needed to respond to the demands of the growing membership and to enable the Secretariat to be proactive about organizing for safe motherhood. The Global Secretariat, formerly housed at CEDPA, is an independent non-profit organization based in Washington, DC. The Global Secretariat of the WRA can connect individuals and organizations with other WRA members in your country or a National Secretariat. Staff can provide tools, resources, and information from other successful Alliance members on how to mobilize communities and organizations to raise awareness and take action for safe motherhood and decrease maternal mortality in your community.

### **The Board of Directors**

A formal Board of Directors (BOD) was elected in December 2005 through a process of nomination and voting by the global membership. The new BOD, comprised of 11 members including national-alliance representatives and international health professionals, plus a permanent seat for the WRA President, was officially inaugurated in February 2006 and will convene thereafter over the 2-year term.

## WRA Board of Directors

### **MAMDOUH MOHAMED WAHBA**

*President, Egyptian Family Health Society — Cairo, Egypt*

### **THERESA SHAVER**

*President/Executive Director, White Ribbon Alliance for Safe Motherhood, Global Secretariat — Washington, DC USA*

### **JÉRÉMIE ZOUNGRANA**

*National Coordinator, WRA Burkina Faso; Acting Director, JHPIEGO — Ougadougou, Burkina Faso*

### **DEBORAH ARMBRUSTER**

*Director, Prevention of Postpartum Hemorrhage Initiative (POPHI) Project, PATH — Washington, DC USA*

### **BRIGID McCONVILLE**

*Independent Journalist — Somerset, United Kingdom*

### **APARAJITA GOGOI**

*National Coordinator, WRA India; Senior Advisor, Advocacy and Communication, CEDPA — New Delhi, India*

### **MICHELLE PROSSER**

*Team Leader, Maternal and Child Health, Constella Group — Washington, DC USA*

### **CATHERINE HOWARD TAYLOR**

*Lead Specialist, Maternal Health, HLSP — Chester, England*

### **JUDITH-MARIE BROWN**

*Director, International College of Midwives (ICM); and CEO of Nurses Board of South Australia — Adelaide, South Australia*

### **HARRY E. CROSS**

*Senior Fellow, Vice President, Constella Group — Washington, DC USA*

### **KOKI AGARWAL**

*Director, ACCESS Program, JHPIEGO — Maryland, USA*

The Board of Directors, Global Secretariat, and other supplementary working groups contribute to making the global Alliance work and provide assistance to its members. Currently, WRA National Alliances are active in more than 13 countries, while members from more than 70 countries stay connected to the global movement through correspondence and the internet. These National Alliances and new national alliances thereafter have organized at the country-level and have developed their own organizational structures, goals, principles, purpose, membership, and decision-making systems. Please see Annex 2 for the current list of national secretariats.

The strategy of the White Ribbon Alliance for Safe Motherhood embraces and enhances joint learning across the membership. The WRA principles set the tone for members to value the process of collaboration as an important part of reaching their goals and to recognize conflict or problems as opportunities for learning.

The White Ribbon Alliance for Safe Motherhood represents an opportunity for new partnerships that can advance women's health and rights everywhere, and to make pregnancy and childbirth safe for all women and newborns. As the Alliance embarks upon its seventh year, the words of Margaret Mead ring truer than ever, "Never doubt that a small group of thoughtful, committed citizens can change the world; indeed it's the only thing that ever has."

# LOOKING BACK TO MOVE FORWARD

Before you begin to make use of this guide, it is important to orient yourself with some of the accomplishments and types of activities undertaken by the White Ribbon Alliance for Safe Motherhood. Not only are WRAs working to promote safe motherhood through innovative programs and events; cumulatively, members form part of a global grassroots movement which build Alliances, strengthen capacities, influence policies, harness resources and inspire action to save women's and newborns' lives. These activities continue to impact policies and increase access, availability and quality of maternal and newborn health services.

WRAs utilize diverse approaches, tools and initiatives to address safe motherhood issues. Multi-stakeholder mobilization from the community to national levels serve as the foundation of its membership while the practice of “learning by doing” and joint risk-taking enables the WRA to adapt its strategies and activities to the unique social, cultural and economic contexts in which national alliances work. Every WRA identifies different ways to maintain and sustain the progress of the movement and move the safe motherhood agenda forward. Included in this section are a few examples of how national WRAs accelerate action to bring about results.

## National WRA Actions at a Glance

The national alliances in India and Tanzania continue to actively promote safe motherhood and take action working on these issues. Accelerating change is possible from their attention to prioritize interventions, expand membership, and garner political support. Although WRA India and WRA Tanzania have different activities and larger strategies, their activities demonstrate tremendous impact at the national and community levels. These far-reaching results are expected to remain and assist in saving additional women's and newborns' lives.

### Launch a WRA and expand national Membership to all levels

- **Multiple** WRAs convened stakeholders' workshops with representatives from the public, private, and NGO sectors as well as state and provincial chapter membership. These launched the national alliance and expanded membership.
- In **Tanzania**, WRA held a high publicity launch opened and endorsed by the First Lady.
- In **South Africa**, the WRA members include traditional healers who reach out to the community to raise awareness on safe motherhood and to join the Alliance.

## National WRA Actions at a Glance

### INDIA

#### Key Activities

- Bringing together of major stakeholders — donors, NGOs, government
- Development of press packet
- Workshop on social mobilization for partners
- March to the Taj Mahal to raise awareness
- Development of Field Guide of best practices
- Global conference bringing together community leaders and experts in SM field

#### Key Results

##### Organizational

- Membership expanded
- Membership involvement in development of press kit and best practices guide
- Key public figures took on cause
- Sharing of costs for conference and other products

##### National impact

- Government adopted best practices
- Government declared a national Safe Motherhood Day
- Government adopted new policies regarding life saving skills to be practiced by auxiliary nurse-midwives (ANMs)

## Goals of the global alliance

- Raising awareness
- Building Alliances
- Acting as a catalyst for action

## Advocacy efforts and policy changes

- In **Burkina Faso**, WRA presented safe motherhood issues to the Ministry of Health officials and parliamentarians to advocate for an increased health budget.
- In **India**, the advocacy efforts of WRA educated communities and elected officials on the importance of life saving skills which resulted in changes in current policies related to the availability and provision of emergency obstetric care, updates in the essential drug lists, and improvements in facility-based procedures by providers.
- In **Tanzania**, WRA launched an advocacy campaign on adequate numbers of qualified health workers and lobbied to increase the health budget as strategies to reduce maternal and newborn deaths. The advocacy package was developed by WRATZ members and contained messages targeted to policy makers, development partners, including providers, families and individual women. The slogan used was from the Late First President, Mr. J.K. Nyerere's words "*It Can Be Done, Play Your Part.*"

## National WRA Actions at a Glance

### WRA TANZANIA

#### Key Activities:

- Advocacy workshop for WRA members; identification of human resource crisis as critical issue
- Development of advocacy package (endorsed by 20 organizational members) targeting policymakers, donors, and families
- Media workshop and extensive media campaign regarding skilled birth attendants
- Collection of data on provider staffing through survey
- Rally and launch of advocacy package at White Ribbon Day
- Forum on community midwives as a strategy to increase skilled attendance at birth
- Expansion of advocacy package and strategy to district levels

#### Key Results

##### Organizational

- Membership expanded, particularly in the districts
- Member commitment of funds and time for development and promotion of advocacy campaign
- Increased funding for WRATZ activities

##### National Impact

- High level policy champions took on the cause (former President)
- Improved curriculum regarding life saving skills
- Government re-examining employment, deployment and retention policies

- In the **U.S.A.**, the Global Secretariat led a working group to develop a minimum service package for women and infants in emergency and disaster situations; these guidelines aid planners and responders to prepare for the specific needs of pregnant women, new mothers, and infants. The recommendations in this package triggered discussions with the Federal Emergency Management Agency (FEMA) of the U.S. Government tasked with disaster mitigation, preparedness, response and recovery planning. FEMA wants to join the alliance which can help to accelerate action in improving services available to mothers and newborns in future responses.

### **Declaration of commemorative days to raise awareness on safe motherhood nationally**

- In **Malawi, Burkina Faso, and India**, WRAs established a National Safe Motherhood Day, celebrated once a year.
- In **Bangladesh**, WRA held a rally on Population Day and International Midwives Day to highlight safe motherhood issues.

### **Use of strategic events to highlight safe motherhood issues and mobilize resources**

- In **Malawi**, WRA held a bed rest fundraising activity to raise awareness about complications during pregnancy.
- In **Bangladesh**, WRA hosted a benefit concert and dinner with a mega rock star to highlight safe motherhood issues and showcase the WRA/Bangladesh.

### **Implementation of community-based interventions**

- In **Indonesia**, WRA built upon existing safe motherhood initiatives by supporting the implementation of “Desa Siaga” (Alert Village) Campaign for communities to track data on pregnant women, plan for emergency transport, undertake blood donor identification of pregnant woman in the community and collect savings individually and at the community level.
- In the India State of **Orissa**, WRA established 22 fully functional district chapters which have been able to mobilize the support and commitment of 30,000 women to generate awareness among their community on safe delivery practices.
- In **Ethiopia**, WRA members utilized community dialogue and advocacy skills to increase the quality of prevention of mother to child transmission (PMTCT) services in rural areas.

### **Sharing of promising and best practices**

- In **Indonesia**, the WRA hosted a four-day regional conference. Local members and stakeholders exchanged best practices from the Asia Pacific to promote a greater understanding of successful interventions in safe motherhood and to facilitate replication of these practices.



- In **Ethiopia**, the WRA established a resource center with materials on PMTCT, HIV/AIDS, maternal and newborn health and reproductive health so members can access information.
- In **Zambia**, the national alliance hosted the International WRA Workshop where WRAs from around the world shared programmatic experiences, lessons learned and updates at the information-sharing workshop for the global Alliance.
- **Members** of the WRA reviewed and disseminated a package of technical reading materials — *the Technical Resource Series* — on community-based safe motherhood programs and recommended five essential resources, available on the WRA website.
- In **India**, WRA developed and disseminated '*Saving Mothers' Lives: What Works — Best Practices for Safe Motherhood Field Guide*' focusing on maternal mortality case studies supported by “how to” guidelines for improving health outcomes for pregnant women and newborns.

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## ALLIANCE BUILDING

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Starting a national WRA in your country can build upon these activities and accelerate momentum to bring high-quality services and adequate resources to women, newborns and families to make motherhood safer. As decisions are made about who to approach, remember that membership in multiple sectors, can have a wider reach in the community. If you are interested in taking action, this guide will help you get started, build on existing efforts and achieve new successes.

### Various stages of an Alliance

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The sections of the guide are based on the four-stage framework developed by Aparajita Gogoi of the WRA-India. These are based on the India experience and may vary. The stages may also repeat themselves during the life of the alliance as new members and new issues emerge. The stages consist of the following Alliance experiences:

- **INITIATION.** Bring as many interested parties together as possible — including donors, non health personnel — Introduce facts about maternal health in the country — information on the WRA and discuss the idea of becoming a WRA

Refer to: *Getting a WRA Started*, page 1

- **THE INITIAL EXCITEMENT/ ALONG WITH LACK OF TRUST.** At first meetings, the group may be excited about the concept of forming an alliance, but also lack trust of the others in the group. Fostering group ownership, building trust and employing strategies which help the WRA work as a unified body are ongoing aspects of member relationships. Every alliance must address and seek solutions to these attitudes in order to maintain and energize the Alliance.

Refer to: *Stakeholders' Workshop*, page 11 and *Organizational Issues*, page 43.

- **BUILDING AND SUSTAINING ALLIANCES.** The issue is often what brings people into the alliance but it is not enough to keep the alliance strong and dynamic. The ability to simultaneously do both alliance building and maintaining is a part of the dynamic of the Alliance. As successes come so do challenges which require leadership and skills such as consensus-based approaches, strategic planning, conflict resolution and, inter-organizational communications, to name a few.

Refer to: *Principles of WRA Leadership and Organizational Issues*, page 43 and *Continuity and Sustainability*, page 54.

- **DOCUMENTING THE WORK.** Documenting successes of the WRA help to validate the impact of the Alliance. Hiring a national coordinator and defining decision-making structures; securing resources to undertake priority interventions as well as demonstrating effective programs, policy changes and high-quality services are markers of success. These examples like others require knowledge of resource mobilization, operations, and an

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*In the words of Theresa Shaver, one the founders of the WRA*

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*“Tolerance for differences, willingness to listen carefully, respectfully and equally to all — be it the TBAs, mothers, traditional healers, government agencies, UN bodies — agreeing to disagree but moving forward with consensus — these are the hallmarks of effective Alliances. ... It is important to remember that the safe motherhood movement is about the women and newborns who die needlessly each day.”*

---

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*“Success is the best  
way to keep people  
involved”*

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Aparajita Gogoi, WRA India

understanding of how to learn from and move forward from past experiences.

Refer to: *Structures and Functions of National Alliance*, page 26 and *Institutional Homes*, page 34.

Although the various stages provide insight into the stages of alliance-building, experiences of Alliances are not linear, fixed, nor permanent. Instead they are dynamic and changeable. WRAs may experience a single stage or overlapping stages; stagnate or progress between stages; graduate from one stage, then revert to another stage. The Challenges and Opportunities Chapter shares insights on the current environment in the eyes of different alliances and concludes the first edition of the How to Guide. In the future, Alliances will continue to evolve, shaped by new experiences, lessons and learning and the various leaders, strategies, and activities that form the core of the movement to make motherhood safer for all.

# PART 1:

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# ALLIANCE BUILDING

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## GETTING A WRA STARTED

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This section suggests steps that individuals and organizations can take to establish a national alliance in their country. The information provided is geared toward those supporting the formation of a national White Ribbon Alliance and those initiating start-up activities. Practical guidance on effective leadership, networking, strategic planning, and monitoring is provided. Experiences of “what worked” for existing national alliances are integrated throughout the narrative.

### How to take the lead?

The impetus for starting a WRA can come from an international NGO, an indigenous organization, or interested individual(s) committed to the health and well-being of women and their families. Descriptions of the initiation process of national alliances reveal a wide spectrum of start-up stories ranging from the work of a core group of activists, to assistance from global and national alliances, and efforts spear-headed by one individual. The common thread across experiences is commitment and action; both are essential for WRA leadership.

### Steps in forming an Alliance that will be discussed include:

- **FACILITATION:** Identify an organization to be the facilitating organization or person as a facilitator to introduce the WRA.
- **SOCIAL MOBILIZATION:** Bring people together to raise public awareness about safe motherhood issues and openly seek popular support from a wide range of groups and individuals in addition to that of decision-makers to address issues affecting maternal and newborn health and maternal and newborn death and disability (page 2).
- **INFORMATION-SHARING:** Develop select materials that can be used to stimulate discussion about safe motherhood, explain the WRA and benefits of joining the WRA (see page 5), and arouse interests in participating in activities. Share and disseminate information in different materials to address the various audiences — policy makers and press — community — NGOs and other potential and interested members.

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### How did your national WRA get started?

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*“A few committed women, who held meetings at each other’s homes weekly, led the effort.”*

— WRA Indonesia

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*“With technical assistance from White Ribbon Alliance of India, we organized a national workshop on safe motherhood to introduce the Global WRA movement, discuss potential membership opportunities, and develop goals at the national level.”*

— WRA Bangladesh

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*After attending a WRA International Conference, a participant knew that an Alliance was needed in her country. One woman had the vision and drive to leverage resources, attract partners and launch a national chapter in Tanzania.*

— Global Secretariat, describing the National Coordinator for WRA Tanzania

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*Social mobilization is the process that enables people in different sectors and in various levels of society to engage in dialogue, negotiation and collective action.*

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- **STAKEHOLDERS' WORKSHOP:** Discuss the idea of starting a national alliance with various stakeholders at a forum with potential members, invitees and other champions. Where partners agree to start a WRA, establish a core group or sub-committee (page 15) to begin developing the alliance structure that will be presented to members for consideration.

Safe motherhood champions will need to think about “how to take the lead” and consider the following:

1. How do I mobilize to bring people together?
2. Who do we invite? Who are the key stakeholders?
3. What can we accomplish together?
4. Do we need to form a national WRA?
5. How do we develop our specific goal or purpose and the WRA mission?
6. How do we build a formal body compatible with the mission and principles of the WRA?
7. Are there other groups already organized around safe motherhood?
8. How do we raise resources?
9. How do we gain recognition?
10. How do we achieve our goals?

It is important to remember that Alliance building is not a one-off activity; rather it is an ongoing interaction and effort to select and bring together the most effective partners. Although there is no blueprint or magic wand that will create a well-run Alliance, a number of actions can build very valuable capital for partnership. From the outset, the WRA's strategies include **social mobilization as an approach to building partnership and momentum.**

## **The Role of Social Mobilization**

Social mobilization is a dynamic, synergistic process that is both rewarding and time consuming. Social mobilization activities can reach, influence and involve all relevant segments of the society or target a specific group but the likelihood of success is greater when they are implemented through planned, strategic collective actions. Through collective actions among members and communities at large, WRAs continue to influence changes at the macro level in policy changes and at the micro level in households and individuals through changes in knowledge, attitudes, and behaviors.

### **How to Bring People Together**

Effective social mobilization rests on the ability to bring people together and incite them to act. Leveraging strategic events, utilizing influentials, and/or creating new spaces for exchanges of information are common practices or strategies that have proven to work. As individuals and organizations build a support base, it is important to identify local champions to share informa-

tion and find opportunities to mobilize groups. These exchanges can initiate or increase dialogue, action, and identify new leadership. Social mobilization activities can also, bring together diverse groups and generate awareness through public education and sensitization throughout a village, city or the country. These efforts will in turn provide the forum for generating popular support and political will to bring about social change.

### **Effective social mobilization contains the following components to be effective:**

- **BEHAVIOR CHANGE COMMUNICATION** — the targeting of distinct audiences with different messages and approaches such as interpersonal communication, mass media channels, community mobilization, and development of entertainment for educational purposes, for behavior change
- **SOCIAL MARKETING** — the use of modern marketing principles and methodologies to increase the use of a socially beneficial idea, product or practice such as use of condoms, use of a health service or adopting a healthy behavior
- **ADVOCACY** — a set of targeted actions directed at decision makers in support of a specific policy issue
- **COMMUNITY MOBILIZATION** — a process of problem identification and problem solving stimulated by a community itself or facilitated by others that involves local institutions, local leaders, community groups and members of the community whom organize themselves for collective action toward a common purpose

**RESULTS:** Social mobilization can bring about change at different levels:

- policy level — e.g. changes, revisions, or reviews
- community level — e.g. effects on norms, practices, knowledge
- national level — e.g. health systems, resource allocations, leadership
- individual level — e.g. knowledge, attitudes, behaviors

There will be short and long term results. Short term results can be milestones along the way to achieving the long term goal. Select results of WRA experiences includes implementation of dormant policies, recognition of the need for services, improved access and quality of services, emergence of new champions, increased level of dialogue and behavior change.

**ACTIVITIES:** WRAs use events as catalysts to raise awareness, expand and build support and take action for safe motherhood. Events, including campaigns, launches and workshops are an integral part of WRAs. In some cases, existing holidays are chosen to highlight safe motherhood. Other times a special safe motherhood day is named through the advocacy of the WRA. Getting media attention that leads to desired outcomes is critical to building WRA membership and gaining political commitment to issues around maternal and newborn health. A few issues to consider when planning events and activities:



## Cautions when incorporating events into WRA work

- Be sure that events are part of a bigger strategy
- Be sure that events are more than speeches – be creative – use them to disseminate information
  - Distribute a guide for the types of activities that can be held
  - Get providers involved – demonstrate antenatal care and post partum check ups, etc
  - Hold public discussions at community level using key messages
  - Keep costs and extra expenditures to a minimum
- Keep speeches to a minimum – be sure that the speeches contain the messages you have targeted
- Evaluate the event afterwards – collect data and opinions from communities and at district and national level

- What are the intended results of each event or activity? What will it lead to on a broader scale to improve lives of many women?
- How will the activities accelerate change?
- What makes the national alliance unique — approaches, membership, and volunteerism?

As individuals and organizations reflect on these considerations, they should also be aware of the common pitfalls and opportunities for utilizing events. A number of pointers are presented below to help with planning and executing a successful event which moves the safe motherhood agenda forward.

National alliances should aim to connect events to a larger advocacy strategy. There is no set order for what or how events are used. Decisions need to be made about how best to bring people together, get their attention, and identify opportunities to impact a particular area, address a specific problem or attend to the needs of a select group. At the same time,

Here are a few examples on the continuum of events as catalysts for action to targeted work.

### WRA-Ghana

WRA-Ghana developed an information packet of **guidelines for participation** to acquaint members with the goals of the WRA, ways **to organize a national safe motherhood campaign and ways to take action**. The suggested activities were:

- Organize a stakeholder workshop that brings together key maternal and newborn health, media, clinical, academic and community advocates.
- Inauguration ceremony in which the WRA is formally introduced and the community sensitized
- Rallies at which a variety of targeted messages are delivered through the use of multiple communication channels such as placards, speeches, white ribbons and wearable educational materials
- House to house visits which spread the word about safe motherhood to couples, families and other community members and influentials
- Film shows which highlight safe motherhood or women's rights
- Games, competitions, fun fares and the use of drama which showcase or illustrate situations or scenarios of safe motherhood issues and messages

### WRA-India

The **Taj March** led by WRA/India is a widely recognized example of the path from social mobilization to concerted action on safe motherhood issues. WRA/India spearheaded this national campaign that brought together citizens, politicians, and celebrities who supported the safe motherhood agenda and raised concerns in the parliament. Eventually, this large scale mobilization resulted in declaration of a National Safe Motherhood Day, launch of a

national maternal and newborn benefits scheme and changes in the Midwifery Policy. An integral part of the success of the Taj March was that it involved NGOs, donors, politicians, government officials, communities and all other diverse stakeholders, therefore, building ownership and commitment. A healthy relationship and **ongoing dialogue** was established between the state alliances and national alliance in India through email, conferences, bi monthly meetings, and interface meetings. These events and **follow-up actions** helped to influence policy makers, and highlight safe motherhood issues while publicizing successful safe motherhood events.

## WRA-Tanzania

Another example worth considering is social mobilization activities focused on selecting **priority issues** such as the lack of skilled providers in Tanzania. WRA/Tanzania (WRATZ) was launched by the First Lady of Tanzania. After the establishment of the national alliance and completion of a **community mobilization and advocacy workshop**, WRATZ identified “providers’ needs” as a key issue affecting maternal and newborn health in the country. Thereafter, efforts have been directed towards generating awareness of the problem by formation of a policy and advocacy strategy. WRATZ strategically used the World Health Day as a forum for **information-sharing** and a **call for action** to address the health workforce shortages in communities and offer different solutions for problems of inadequate human resources.

At the same time people are brought together to discuss and highlight safe motherhood issues, the concept of the WRA will also be explained as a value-added approach to addressing maternal and newborn health issues. This means a clear articulation of what the WRA can do well and differently. A grouping of Alliance benefits is provided to help articulate 1) why using the Alliance approach has the potential to garner support and accelerate change and 2) why community members, organizations, associations and donors may see the need for a WRA.

## Benefits of Working as a WRA

**RAISING PUBLIC AWARENESS.** In many countries the data related to maternal and newborn health is not known by communities or policy makers. Social mobilization activities that you carry out educate and empower groups and individuals. Highlighting the needless deaths of women and newborns and sharing compelling success stories where actions have been taken, raises public awareness about what can be done as well as the consequences of inaction. Events, activities and interventions focus on the importance of safe motherhood and draw attention to the Alliance and its role in outreach and moving the public and decision makers toward better health outcomes for all.

**INCREASING RESOURCES.** Multiple human, financial and other resources are contributed by communities, organizations, cultural and professional associations which add to the richness of the Alliance. Indigenous knowledge from community members and those working at the grass roots level in addition to diverse networks of persons from the health, NGO, and government sec-



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*“Working in coalitions with a social mobilization approach enables ...people with no power, people with lots of power, and power brokers ... to share a common platform.”*

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— Nancy Russell

tors, helps to inform programming and efforts. This combination and accumulation of resources can overcome the shortcomings, inadequacies or the lack of resources of any single group.

**AVOIDING DUPLICATION.** Members of an Alliance establish a common agenda and coordinate efforts. The collaborative working environment enables them to manage investments and activities together which avoid duplication.

**SHARING OR REDUCING RISKS.** Each group or individual has a vested interest in achieving a common goal, often in line with the mission of the Alliance and has a stake in activities and their impacts. Risks are shared among or across partners, presenting opportunities for innovation in approaches and initiatives which a member might not be able to or willing to take on alone.

**SHARING KNOWLEDGE AND A COMMON BRAND.** Working as an Alliance results in more creative solutions with pooling of ideas and insights. Members also use and recreate a WRA identity such as the symbolic white ribbon, the strategic use of events and the guiding principles of volunteerism, inclusiveness, and collaboration. Exchanging information on “what works” and areas for improvement allows for organizational learning and space for new ways to respond to priority safe motherhood issues.

**SPREADING OUT THE WORKLOAD.** The more members that participate in the WRA, the more opportunities for different people to identify areas where they can contribute and to assume responsibilities. A benefit of broad based membership rest in letting people do what they do best and adopting new roles where individuals or groups express an interest. Spreading of the workload helps to avoid burn out.

As different benefits of starting and working as a WRA are shared, remember that people enter into formal Alliances for a variety of reasons. These may include in response to a threat; in cases of similar or shared beliefs; and/or for economic interdependence. Individuals and organizations can tailor their messages to address different interests or priorities of potential members. The strategy for approaching a government official differs from engaging a religious leader, an organization, or community members. For example, formal letters accompanied with an informational brochure may be more appropriate in one case, while visits to community members and leaders may be more effective in another setting.

**Those interested in forming an alliance must understand the context in which the need(s) arises for a national WRA and explore ways to stimulate interests.**

- Is there duplication of effort or a lack of effort in attempts to improve maternal and newborn health in your country?
- Are there gaps in coverage of priority issues, geographical areas, provision of services, or communities served?
- Is there a lack of political will, community awareness, or availability of resources to address safe motherhood issues?

## Tips for Alliance Building

Once people recognize the need for an Alliance and continue discussions underway, begin developing relationships with those ready to move forward. Here are a few things to consider when recruiting members:

**INVOLVE MULTIPLE SECTORS.** Be strategic in partnering. Community groups, elected officials, informal workers, professional cultural associations, and other different partners are influential in a variety of spheres and can facilitate buy-in from other sectors. Bear in mind that “Alliance building” is based on a multi-sectoral approach that rests on establishing partnerships with different individuals, organizations and groups within the health sector in addition to those working outside of the health sector. The various obstacles and opportunities individuals and organizations face in engaging partners will provide vital lessons.

**APPROACH HARD-TO-REACH GROUPS.** Developing relationships with those outside of one’s “comfort zone” is extremely valuable. Just as attracting new members requires time and energy, honesty and compromise, so does approaching those partners that work in different sectors and geographical locations. Reach out to those who might appear to oppose the idea of working as an alliance and those who might present obstacles to women accessing services. Some of these groups may include marginalized groups by religion, ethnicity, illiteracy, or rural-urban locality as well as dominant groups by gender, socioeconomic class, or wealth. They too can enrich the make-up of the Alliance and further its mission.

**CELEBRATE ACCOMPLISHMENTS.** The best way to keep existing members involved and attract new members is to recognize and acknowledge individual contributions and the Alliance’s achievements — big and small! Whether you complete a productive meeting, develop informational messages, or hold a rally, celebrate accomplishments, each achievement should be noted, documented and told as a success story. This helps to get members excited about their work and attract new people to join the national alliance. Remember that accomplishments related to activities to bring the WRA closer to achieving results at the organizational and national level.

**LOOK AHEAD.** There are numerous opportunities throughout the year to set in motion your first WRA activities and events (or to reinvigorate existing national alliances). Look ahead, linking up with global and national activities and actions that are important to the community and other potential partners can help to initiate, sustain and expand the movement for safe motherhood.

Use these tips and WRA experiences to help initiate conversations with different individuals and groups and find ways to bring about collective action. For more information about social mobilization, read the **Awareness, Mobilization, and Action for Safe Motherhood Field Guide**. Contact the national alliances and Global Secretariat for questions or ideas for discussion. The Global Secretariat can also provide additional resources.

### Remember to:

- Involve multiple sectors
- Approach hard-to-reach groups
- Celebrate accomplishments
- Look ahead

## What groups do national alliances seek out for membership?

- Elected Officials
- Media
- Nurse and Midwifery Associations
- Obstetric and gynecological Associations
- Universities and Colleges with Medical Programs
- Hospitals and Health Clinics
- Women's Clubs and Organizations
- Children's Advocacy Groups
- Religious sects and their leaders
- Police officers and transport authorities
- Urban and Rural Workers
- Businesses and private organizations
- Informal sector workers
- Youth groups
- Entertainers and other celebrities
- Retirees
- Donors and international organizations

## Exploring and Obtaining Support

The advantages of obtaining support from a diverse group of stakeholders are numerous. Some of the benefits include sharing of responsibilities and costs, division of tasks, increased learning and capacity, and expansive contacts and resources. Various individuals, groups and organizations have an important role to play in a national White Ribbon Alliance. International organizations such as World Health Organization (WHO), United Nation's Children's Fund (UNICEF), United Nations Population Fund (UNFPA), the World Bank, and the International Planned Parenthood Federation (IPPF), bilateral donors such as USAID, Department for International Development of Great Britain (DFID), and the Japanese International Cooperation Agency as well as private foundations can do many things, including:

- Support the White Ribbon Alliance
- Increase funding for safe motherhood
- Promote safe motherhood within their organizations and international agencies
- Encourage governments to invest in safe motherhood programs

Establishing and strengthening relationships with families, community-based organizations, NGOs, schools, religious organizations, employers, government agencies, health care providers, local and national authorities, the media and other individuals are critical to the success of the WRA. Although these groups represent a diverse range of potential members, it is important to think beyond these partnerships to form linkages with non-traditional groups, those that might be neglected.

## Building Relationships and Creating Awareness

A variety of actions can be undertaken today to begin building relationships with potential members:

- Wear and discuss the white ribbon.
- Research relevant agencies and ask around about new projects and new hires working in health and development in overlapping issues.
- Use existing contacts such as established national secretariats that may be able to share the names of key positions/persons and acquaint you with networking opportunities.
- Attend a conference, technical seminars, or launch to learn more about a donor's work and introduce the WRA approach and success stories.
- Invite a member of staff to take part in the discussions revolved around Alliance-formation or to play an advisory role.
- Seek assistance from the Global Secretariat on ways to approach potential partners and share information about the WRA

Once individuals and organizations approach and initiate contacts, consider next steps needed to plan a formal meeting to introduce the WRA concept and gauge the level of interest in forming a national alliance. Those who want to join the WRA or want to hear more are likely to participate and recommend other individuals, organizations and community members to take part in a stakeholders' workshop.

## Utilizing Member Strengths

The power of the Alliance is its membership. Different from a non-governmental organization or a project, the national alliance can always establish new partnerships, explore different ways of utilizing contributions and tailor resources and leadership to suit the changing environment where you work. It is important to “cast the net wide” in approaching individuals and groups from multiple sectors. This ensures that the Alliance prevents itself from being defined by or dependent on a single individual or organization. Since a

### Highlights of Member Strengths and Contributions by National Alliances

- Professional Associations and Health Providers conduct research, lead trainings and share information on effective practices to improve services and broaden access. Multiple WRAs
- Village elders share information through multiple communication channels to generate awareness among their community on safe delivery practices. Orissa, WRA India
- First Lady and government officials supported the development of a state policy on safe motherhood and worked with different political parties to keep maternal health a national priority. Safe Motherhood Council, Bolivia
- A pop star performed at a national stakeholders' workshop and spoke publicly about the need to address safe motherhood and commit to joining the initiative. WRA Bangladesh
- Students and young people volunteer their time to support the Global Secretariat in documenting safe motherhood issues in the United States and disseminate information on underserved groups. WRA Global Secretariat
- Private sector partner, industries and pharmaceutical laboratories offer an untapped funding resource that Alliances need to consider and draw on. WRA Dominican Republic & WRA Nigeria
- Donors and international organizations are also potential partners. The majority of WRAs have been successful in securing donor support such as funding, endorsements, and in-kind donations. Multiple WRAs

### Non-Traditional WRA Members – Police and Transport Authorities

*In Malawi, WRA has worked closely with the police department and transport authority to improve access to reproductive health services and mobilize resources for pregnant women in hard-to-reach areas. As members of the Alliance, the police played an active role in helping communities develop emergency transport schemes and organizing response teams to get pregnant women to deliver in health facilities rather than in their homes. This partnership illustrates the collaborative efforts of the WRA to solve the problem of communication and transport issues. The collective response from community members, local authorities and health providers brought about an effective solution that was accepted by all members.*

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*The process of  
“Alliance building”  
therefore involves  
selection of the  
most effective  
members and  
bringing them  
together to  
accomplish the  
goals of the  
Alliance.*

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cornerstone of the WRA is shared ownership, equity, and group participation, it is essential to look for potential members who support and practices these principles.

The process of “Alliance building” therefore involves selection of the most effective members and bringing them together to accomplish the goals of the Alliance. Consideration of member strengths and contributions from different national alliances reveals that both quantifiable (human, financial and in-kind resources) and non-quantifiable contributions (volunteerism, innovation, and risk taking) remain critical for success. Partners’ diverse contributions and strengths can be aligned toward the Alliance’s common goal, improved maternal and newborn health.

Be open to different types of contributions — one-off activities, ongoing involvement and or long-term participation in the Alliance. There are varying levels of support among individuals, groups and organizations. Make every attempt to have realistic expectations of potential members’ time, level of effort and investment in your national effort and WRA movement.

For a list of other key partners and examples of what they can do, read Chapter 5 of **Awareness, Mobilization, and Action for Safe Motherhood: A Field Guide** (<http://www.whiteribbonAlliance.com/pdf/wraguide.pdf>).

Remember a critical resource and support available — the Global Secretariat and national alliances can help you with sharing resources, networking and raising visibility.

# STAKEHOLDERS' WORKSHOP

Many national alliances have organized and hosted a stakeholders' meeting in the form of a workshop to bring together potential members and those already interested in forming an Alliance. The stakeholders' workshop is an opportunity to introduce the WRA and decide how (if at all) the group wants to move forward. When a growing number of people express an interest in the WRA, further discussion is needed as to what constitutes the most appropriate and feasible course of action. The type and sequence of the stakeholders' workshop will need to be determined by those interested in starting a WRA.

The idea of starting an Alliance will be left to the group to determine if this is a worthwhile and appropriate effort and the next steps. The decision is not forced by the Global Secretariat or by you; rather consensus is reached by multiple stakeholders in your country that opt to form a national WRA.

The flowchart of Alliance-building pathways presents different sequencing of stakeholders' workshops. Depending on when the stakeholders' workshop is held, it is important to think about future inauguration activities in relation to this forum. Although, experiences of national alliances vary, a look at the timing, organization and outcomes of past stakeholders' workshops can provide you with insights for your planning. A good place to start is to identify goals and outcomes of the stakeholders' workshop. Examples of past stakeholders workshops held by WRAs in Bangladesh and South Africa have been provided.

## Considerations for Planning and Hosting a Stakeholders' Workshop

Here are a few issues to consider when planning your stakeholders' workshop:

- **WHO WILL YOU INVITE TO THE TABLE?** Participant lists often start as wish lists; however, taking the steps to bring the right people together takes linking up with diverse stakeholders. It is important to aim for a representative group from the public and private sector; from the capital city and outside of major cities; and from traditional and non-traditional partners. When trying to assess whether there is an adequate mix of people, group prospective invitees by category: decision makers, community "influentials," direct service providers, and those most affected (e.g., pregnant women, post-partum women, youth, and partners). Then ask, "who has been forgotten" and whose support is necessary.
- **WHAT WILL BE REQUIRED TO PLAN THE WORKSHOP?** One of the most fundamental requirements is manpower usually supplied by committed individuals, sponsors and volunteers. Start to delegate tasks such as the logistics for the meeting (e.g., food, presenters, participant list, and printed materials). Discussion about specific responsibilities, timely updates, budget limitations are necessary early in the planning stages. It is ideal to have one individual assume overall responsibility for logistics and

### Flowchart of Alliance Building Pathways

WRA Bangladesh & other national alliances

Stakeholders Workshop

Formal Launch

Activities/Interventions

WRA Dominican Republic

Formal Launch

Stakeholders Workshop

Activities/Interventions

WRA Tanzania

Formal Launch/  
Stakeholders Workshop

Activities/Interventions



another person for the program itself. In order to secure resources, you need a proximate idea of the preferred size, location and duration of the meeting which affects how much time, money and resources need to be allocated. With regard to logistics, a general practice is to obtain three quotes for vendors, caterers, and hotels (if applicable). Also consider the need for technical support staff, repertoire (s), translator (s), facilitator and other essential support. Think critically about how the size and duration impacts arrangements such as space, discussion forums and the post-workshop follow-up necessary. The more people, the more work needed to coordinate the event and host it.

- **WHAT IS THE CONTENT OF THE MEETING?** The content is determined by the objective(s) set. Most meetings draw attention to data, case studies, research results, international goals/targets and other evidence and lessons learned in support of safe motherhood. The White Ribbon Alliances of Malawi, Bangladesh, and Dominican Republic used the national strategies developed by the MOH in each country which served as a framework for discussion of safe motherhood issues as well as the Millennium Development Goals which serves as a call to action for stakeholders. However, the bulk of the time is often spent on identifying what can be accomplished as a national WRA and exploring ways to seek and ensure active participation of members. What is your strategy to get people to commit to a particular activity/focus and be involved in collective action? Setting aside time to discuss priorities and develop action plans which outline next steps is critical. A common format for a stakeholder meeting is included as one approach.

Developing a “to do” list with timelines, and sequence of actions not only saves time but often moves planning forward. Even if the initial draft changes, having something written that lays out the work and identifies the focal person(s) responsible, is more effective than ongoing discussions alone.

- **What are the desired results or expected outcomes?** Clear goals and outcomes need to be agreed on prior to the workshop. Post-workshop activities need to be considered in the planning phase and suggested as potential next steps in the meeting. If a commitment statement is an expected outcome you plan to derive from the convening of partners, then this will need to be drafted. If expanded membership is a target, then contact information of potential members will need to be collected. Remember that the expected outcomes and next steps work in tandem with goal setting and the meeting content. Articulate the next steps that you envision based on what you foresee as accomplishments that are products of this meeting.

Examples of several WRA national workshop objectives and agenda items outlined below can be adapted for your use.

## **Stakeholders' Workshop Objectives**

- To introduce the Global White Ribbon Alliance for Safe Motherhood purpose, goals and activities.
- Discuss potential membership opportunities for workshop participants and for their organizations.
- Reach agreement on next steps towards the establishment of a White Ribbon Alliance in (Country X).
- By end of workshop participants will be able to explain White Ribbon Alliance for Safe Motherhood to others.
- By end of workshop participants will be able to explain the current realities of safe motherhood, family planning and postpartum care services in (Country X).

## **Stakeholders' Workshop Agendas**

1.

- Overview of Safe Motherhood Newborn Health in South Africa
- Overview of Global White Ribbon Alliance for Safe Motherhood
- Asset Mapping Exercise
- Focus Area and Geographic Scope of Activities in South Africa
- “Drawing and Dialogue” group work
- Participants Readiness Exercise
- Develop Next Steps/Action Plan — Way Forward

2.

- Overview of Safe Motherhood in rural and urban areas in Bangladesh
- Overview of Global White Ribbon Alliance for Safe Motherhood
- Participants Activities all over Bangladesh
- Mapping exercise (to identify the accessibility of reach around Bangladesh)
- Participants readiness exercise
- Formation of core group or core committee (a decision-making body)
- Develop Next Steps/Action Plan

Other examples of stakeholders' workshop agendas can be requested from the Global Secretariat or national alliances directly. Understanding the desired goals and expected results of the stakeholders' workshop, will help planners coordinate and assemble the meeting proceedings. Is the goal to bring stakeholders together to map out areas where services are provided and identify the gaps in coverage across geographic areas? Is the goal to discuss and build consensus on priorities for national WRA interventions? Is the purpose of the forum to present a loosely formed Alliance and obtain support among different partners to expand the membership? Everyone coming to the meeting should have a clear idea of why the stakeholders are coming together.

### **Sample Stakeholders' Workshop Schedule**

AM: Registration for participants and distribution of workshop materials

AM: Introductory keynote speech by a popular leader and charismatic presenter (perhaps someone from the Global Secretariat or another National alliance) who opens the meeting and introduces the WRA movement and national alliance.

AM: Large group presentations of a situation analysis such as the status and trends of maternal and newborn health and technical updates on best practices

PM: Small-group exercises or break-out sessions that allow for exchanges based upon goals of meeting and thematic areas

PM: Report-back and summary of participant reactions and responses in one forum

PM: Action plans to identify next steps, commit individuals to specific tasks with immediate, intermediate and long-term scope

### **The Role of the Global Secretariat in Supporting Alliance Building**

The Global Secretariat can help in the process of building the national alliance in a number of ways:

- Share workshop agendas and lessons learned and pointers about effective start-up
- Assists with coordination efforts
- Provide technical updates and support
- Advocate on behalf of Alliances
- Serve as a linkage point for inter-Alliance collaboration and participation in the global movement

## Forming a Core Group

Experiences from different national alliances demonstrate that a key outcome of the stakeholders' workshop is the formation of a **core group** (also called a core committee, executive committee, etc).

*A core group is the leadership or governing body responsible for organizational oversight and decision-making within the national alliance.*

Members of a **core group** may be the first people who come forth to form a WRA and initiate activities; however, in most cases, members of this decision-making body are selected as a result of agreement reached by partners at the stakeholders' workshop. Other members of the core group are appointed, elected or volunteer once the membership has expanded and members have begun the strategic planning process. These different paths of core group formation allow for diverse representation from multiple sectors and backgrounds among the WRA members and the opportunity to share and rotate leadership roles and responsibilities to avoid dependence on one or two individuals or organizations.

The functions of the core group are fully operational only after each national alliance identifies and accepts the leadership as its own. At the beginning, the core group may draft a concept paper, the mission and vision, and/or program objectives to share with the membership. If an Alliance chooses to hire a Coordinator and/or select an institutional home (page 39 and page 34), the core group would be involved in this process and provide guidance in addition to financial oversight. More information about the roles of the core group is provided in the strategic planning section (page 20) and decision-making sections (page 31).

## Formal Launching

The formal launch is the debut of an Alliance or the event that marks the beginning of the WRA. Each Alliance must determine the appropriate timing and venue for the formal launch. As illustrated in the Flowchart for Alliance Building Pathways (page 11) national alliance can have their launch as part of the stakeholders' workshop, in conjunction with a safe motherhood start-up event or program, or as a stand-alone launch of the WRA.

Multiple factors affect the type of launch members opt to have and the resources needed to make it successful. The selected national alliances provide three experiences of inauguration activities. The examples of inaugural events and activities to promote safe motherhood and introduce the Alliance can be adapted for the local situation:

- A brief opening ceremony can launch the day's or week's events. Cutting a string of white ribbon can mark the official opening. Participants and presenters can include health care providers, celebrities, government official, and community members.



- Organizing a safe motherhood march is an effective way to raise awareness among community members and attract decision makers to connect with citizens about the issue.
- A rally can be held in a public place along with information about the White Ribbon Alliance and actions for safe motherhood.

The above mentioned activities usually require advanced planning, advertising (e.g., word-of-mouth, invitation, radio) developing of print materials (e.g., posters, flyers, fact sheets) and obtaining needed permission (e.g., fair, rally, march). Be sure to plan ahead! **Regardless of your preferred activity for a launch, it is important to promote and distribute the white ribbon and invite the press to cover the ceremony.** Holding your launch on a holiday (e.g., Mother's Day, International Women's Day, and International AIDS Day) or linking it to a commemorative event (a birthday of a woman who died in childbirth, the day a Safe Motherhood Champion died, or the date that a health policy is signed/accepted) is another way to add value and raise visibility of the WRA launch.

# PART 2:

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# MANAGING A NATIONAL WRA

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## LEADING A NATIONAL WRA

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Each WRA must make internal decisions about the most appropriate mechanisms for running the WRA on a day to day basis as well as the systems needed to carry out priority activities and lead the safe motherhood initiative in the country. This section will examine aspects of WRA leadership at the organizational level such as:

- ways to gain formal recognition as a national alliance
- steps to develop and implement a strategic plan (page 20)
- examples and assessments of alliance structures and organigrams (page 32)
- roles and responsibilities of core staff and member organizations within an Alliance (page 29).

The related topics can help individuals and organizations understand the different requirements needed for achieving the safe motherhood mission and equip members with information on and examples of effective WRA leadership.

## National Alliance Affiliation Agreements

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Before the current members (e.g. participants from the stakeholders' workshop) and new members begin or expand safe motherhood activities, the core group will need to link with the Global Secretariat to request information about **Affiliation Agreements**. Affiliation Agreements will include principles of the WRA (see page 17), and specific roles and responsibilities which govern the relationship between a national Alliance and the Global Secretariat. These shared beliefs of the WRA provide guidance about structure, processes, funding mechanisms, membership, and overall conduct to all who join the WRA and acquaint members with the requirements for forming a national alliance.

Leaders and groups interested in establishing a national alliance will need to provide the Global Secretariat with information on the emerging WRA such as a letter of intent, current list of members, and information on any safe motherhood activities undertaken thus far. After consideration of these factors, a decision will be made by the Global Secretariat and Board of Directors whether a coalition will receive formal recognition as a WRA and steps required to maintain its affiliation.

### Key definitions

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*A mission statement is a concise sentence about who you are and what you do.*

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*A vision is a vivid picture of the future that motivates you to reach higher and overcome your challenges.*

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*Goals and objectives are the specific key components of your project*

## EXAMPLES of WRA Missions

*“White Ribbon Alliance for Safe Motherhood Tanzania aims to become a grassroots movement for safe motherhood that inspires action to save women’s and newborn’s lives.”*

*“The White Ribbon Alliance Dominican Republic promotes the coordination of efforts between governmental and non-governmental institutions, community based organizations, public and private sectors at local and national levels; to advocate for and participate in public policies to guarantee safe motherhood in the context of sexual and reproductive health, with a human rights approach, social participation, social watch and gender perspective.”*

*“The mission of Indonesia WRA is to increase awareness in the community on the importance of taking an active role in safe motherhood and neonatal health; to build an Alliance with stakeholders in safe motherhood and neonatal health; to facilitate community activities in safe motherhood and neonatal health and to nurture a culture of safe motherhood and neonatal health among the community and stakeholder.”*

## Mission and Vision

One of the first activities of a national alliance is to arrive at an agreement about the mission and vision. Although the mission and vision are related, they have different meanings and content. Most national alliances use the mission, vision and principles of the global WRA as a framework for the development of their own goals.

***The mission is the purpose of the Alliance that states why the Alliance exists and what it does.***

Mission statements should be clear and concise but be able to energize members. It is important to orient members to the overarching WRA mission. As presented in the Introduction Chapter, all members accept the global mission and upon joining agree:

“[to be] a grassroots movement for safe motherhood that builds Alliances, strengthens capacity, influences policies, harnesses resources and inspires action to save women’s and newborns lives worldwide.”

Each Alliance will develop a complimentary WRA mission which is a reflection of the specific country context or focus. Three mission statements of national alliances are included as examples in the box on this page.

Visions should be compelling views of the future that the Alliance will pursue. Members need to articulate how they see their work and its effects in their country. Individuals and organizations should feel committed to it, and strive toward contributing to the realization of the vision.

***The vision is a vivid picture of the future that motivates individuals to reach higher and overcome challenges.***

A few examples follow of visions developed by national alliances to illustrate what different members aspire to achieve in the cause for safe motherhood.

Although national alliances can have similar mission statements and visions, each Alliance will have unique **goals** (general, long term, broad desires) **and objectives** (specific and measurable goals) that are determined by the priority areas and activities.

Members should work together to articulate the mission, vision, goal and specific objectives of their national WRA. It is important to review the mission statement annually to see whether changes need to be made. There is often a need to check whether objectives are specific, measurable, and linked with what the Alliance plans to achieve.



## Membership Forms

There is significant value in developing a membership form early in the alliance building process, after the mission and vision are clear. The **Membership Form** is the tool that enables Alliances to capture information about members such as their contact information, organizational affiliation, and area of expertise. When the Form is developed, the national alliance may also want to include benefits for members so they know what resources they can take advantage of after they join. WRA/Ethiopia lists the following benefits on their membership form:

- Invitations to launchings, functions and other events;
- Opportunity to participate in joint initiatives across Ethiopia;
- Opportunity to actively contribute to the reduction of maternal mortality;
- Receipt of regularly disseminated information via e-mail and/or post;
- Access to WRA Ethiopia ‘Members Database’, library and other resources; and,
- Tangible link to the fast-growing network of WRA offices around the world.

For copies of the WRA Ethiopia Membership Form and other national alliances, see Annex 3.

Pay attention to the types of members, characteristics of each partner, and potential contributions. As you bring people together and discuss the WRA, share different ways that they can be involved and remain engaged. Be sure to ask about particular interests, skills, and time commitments. How do existing and potential members see the Alliance and perceive their roles in your national alliance?

Many national alliances also develop a **membership directory**, a useful tool for members to share contact information and keep as a reference.

## EXAMPLES OF WRA Visions

*“A South Africa, where every woman is kept safe and healthy during pregnancy, childbirth and post partum period. A South Africa, where the maternal and infant mortality rate is zero.”*  
**WRA South Africa**

*“WRATZ envisages that all women and newborns in Tanzania enjoy essential, quality and life-saving safe motherhood services in a supportive environment.”*

## EXAMPLES of a WRA Goal and Objectives

*The overarching goal of the White Ribbon Alliance of Burkina Faso is to contribute to improving pregnancy and delivery outcomes of all the women of Burkina Faso.*

*To accomplish this goal, it has established the following objectives:*

- *Advocate among decision makers concerning the importance of safe motherhood as a priority requiring greater attention;*
- *Establish solid alliances and durability for safe motherhood;*
- *Contribute to the dissemination of messages intended to have a positive influence on knowledge, attitudes and practices to improve safe motherhood in families and in the community.*

# STRATEGIC PLANNING AND REPORTING

## Things to Consider in a Strategic Plan

- Gaps and Opportunities
- Objectives and priorities
- Timelines
- Resources
- Indicators of Success
- Monitoring and Evaluation
- Long-term sustainability
- Next Strategic Planning

Creating the mission, vision, and objectives of the Alliance helps members begin to determine the shared identity of the WRA whereas the direction of the WRA is defined through strategic planning. The strategic planning process provides a forum for planning and development of approaches and activities that can drive the WRA to achieve its mission. It not only brings members and other stakeholders together in a face-to-face meeting, the steps taken to arrive at agreement facilitate the identification of priorities and strategies to take action. This section will discuss the various components of the strategic planning process and the strategic plan.

*Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an Alliance is, what it does, and why it does it, with a focus on the future.<sup>1</sup>*

Being strategic, then, means being clear about the current and future direction of the national alliance in addition to the mechanisms for monitoring and evaluation and long-term sustainability.

## Strategic Planning Questions

1. What are the Alliance's objectives and resources?
2. Are they sufficient or well-suited to be responsive to the dynamic environment?
3. What does success look like for the national alliance and what is our collective approach to achieving those goals?
4. What are the components of the WRA monitoring and evaluation plan?
5. What is the WRA plan for long-term sustainability and which strategies need to be developed or improved (e.g. fundraising, community ownership and political support?)

The core group usually facilitates the process of strategic planning and works with members to develop specific priority areas for the current year as well as for the coming year. As the core group is the decision-making body of the alliance, the input from representatives is critical to ensure that their views represent that of the membership.

## Strategic Planning Meeting

The strategic planning meeting is an important forum for Alliance members to develop a vision or strategic direction and identify priority areas for the next year or thereafter. Strategic planning involves intentionally setting goals and choosing a desired future linked with the WRA mission at the global and national level. A few questions that are likely to be answered in this process

<sup>1</sup> Bryson, J.M. Strategic planning for public and non profit organizations. San Francisco: Jossey Bass. 1995.

are: What priority areas or direction does the Alliance intend to take in its work? Is there a key population or geographical location that is targeted? What action is involved to enable the Alliance to carry out the work successfully? What is feasible and can be accomplished in two years? in one year?

Where possible, all members should participate in strategic planning. If the core group has been formed, it can play a facilitative role in helping members reflect on the specific needs in the country and reach consensus what the Alliance can do to tackle select issues that are feasible. The process of strategic planning should enable all stakeholders or a representative membership to be involved in decision-making and determination of Alliance priorities. In the first year, securing funding and attracting members is likely to be more important than acquiring computers or office space. For more established Alliances, scaling-up interventions and expanding membership and at the community level might take precedent. Whatever the focus of the strategic plan, it is impossible to do everything. Tough decisions are required to focus on what is feasible and how to achieve better maternal and newborn health outcomes.

Here are a few objectives from WRA/India's two-day strategic planning meeting.

- Review the WRAI vision and achievements and undertake strategic action planning for improved maternal health in India
- Develop a two-year strategy and action plan for November 2003-October 2005
- Create a WRAI decision-making structure that facilitates the implementation of the new strategy

**STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)** analysis is a framework used by WRAI in their strategic planning workshop usually conducted every two years. A core group or all members of your Alliance can use this tool or another type of matrix as a means of planning activities based on priority actions they agree on together. Reaching consensus about where to focus and the way forward is an ongoing dialogue. However, priority areas and actions must come out of the strategic planning process to enable the Alliance to focus its activities and determine how to undertake them. Where decisions are continuously shelved or debated, the Alliance can remain in a state of flux or dissent. Strike a balance between healthy discussion and responsive action.

A key outcome of the strategic planning process is the **action plan**. An action plan details the steps to be taken to achieve goals. It outlines the resources required including an operating budget and a financial plan. It also identifies actions needed to mobilize resources. Resources remain a key theme throughout the strategic planning process be it financial resources, human resources or goods and services. The strategic plan, including the action should attempt to link the priority areas, actions and required resources in order to determine next steps to translate ideas into action.



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*One of the biggest challenges over the lifetime of the WRA has been instituting a global monitoring plan.*

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The core group of your Alliance and the coordinating body (e.g. National Coordinator or key staff) has a vital role to play in documenting the strategic planning process and outcomes in addition to the current and potential obstacles. Follow-up should include asking members to carry out specific tasks and strategies relative to their role and setting. Keeping members engaged in the ongoing work plan development and the status of activities through periodic updates are critical elements of carrying out the strategic plan. As much as possible, the Alliance should use data to show results and share information about progress and obstacles near the time that activities take place.

## **Initiating a Monitoring and Documentation Plan**

One of the biggest challenges over the lifetime of the WRA has been instituting a global monitoring plan. While donors typically require programmatic monitoring and evaluation indicators, these may not always meet the objectives of the Alliance. Additionally, WRA members have their own monitoring obligations to their organizations and the WRA tools may seem an additional burden if the results are not shared and used widely.

Traditional monitoring and evaluation approaches in public health are often related to behavior change or specific statistics. Alliances, however, tend to have larger social change goals which may be long-term and difficult to measure. One of the major difficulties with using traditional M&E methods is that they often do not take into account additional benefits from Alliances/networks — the primary reason organizations and individuals participate — such as networking, empowerment, reduced duplication of efforts, and increased social attention of the issues.

Further adding to the challenges are questions of ownership; the issues taken on by the Alliance are often multi-layered and require the efforts of many parties. The impacts are not easily attributed to the WRA.

Nevertheless, there is significant value to monitoring the efforts of the Alliance at a global, national and local level. Monitoring serves many purposes, including:

- Future Planning & Strategizing
- Accountability
- Preserving institutional memory
- Consolidation of efforts
- Highlight achievements and impacts
- To see the “big picture”
- To leverage resources
- To identify gaps and opportunities

*Monitoring refers to the routine process of tracking inputs and outputs; focuses on continuous assessment of progress in relation to agreed plans and schedules; and provides timely information to capture weakness and strengths of your Alliance.*

Assessing how well the Alliance functions (process) and what the Alliance achieves (outcomes) is essential for understanding “what works” and when to make mid-course corrections.

In general, the monitoring plan should answer these questions:

- How well are we carrying out our work?
- How well are our activities contributing to our objectives/goals?
- How can we make these more effective?

The WRA Global Secretariat has developed a local and national level monitoring tool. With significant feedback from National Alliance members, the tools and processes are continually being refined and improved. At the Global level, information is collected from the National Alliances on its membership and activities, such as number of members, diversity of members, financial sustainability, activeness and effectiveness. While this paints a general picture of the Alliance, information collected at the national level is extremely important for planning and evaluating the work. National Alliances collect information from their members about local and national activities and events, political support, policy changes, and financial sustainability. (See Annex 4). Active participation in the WRA monitoring plan is a requirement of affiliation with the WRA Global Secretariat. The Global Secretariat will provide further details and instructions.

## **Monitoring Your Strategic Plan**

In addition to collecting general information to aid planning and provide a picture of the Alliance membership and overall activity, it is equally important to develop a monitoring plan specifically linked to your strategic or action plan. The WRA Global Secretariat can provide tools and technical assistance in this area.

Every Alliance should set aside adequate time to discuss what types of information need to be collected and shared internally and externally in addition to effective ways to collect information on activities, membership and the outcomes of safe motherhood interventions and initiatives that form the larger strategy.

## **Innovative Monitoring Techniques**

While keeping up with monitoring the strategic plan and tracking and documenting of WRA activity can be laborious, WRAs also have the opportunity to pursue innovative monitoring techniques and illustrate the value of social change networks.

Recently, more attention has been given to social change indicators, such as:

- Increased flow of information on issue
- Expanded public/private dialogue on issue
- Increased resonance of issue with other major interests of everyday life
- Increased linkages between groups and individuals previously unconnected
- Increased support for those who participate
- Increased leadership and decision-making for previously disadvantaged

National Alliances can also monitor their accountability to their membership by providing members with evaluations for feedback. Likewise, monitoring the information flow or shared learning can be done by keeping simple records of information requested by members and questionnaires to members about publications, technical updates, newsletters, etc. Highlighting the sustainability of the Alliance goes beyond its financial viability — monitoring the time and volunteerism demonstrates the commitment of WRA members and the sustainability to move long-term agendas forward to see true change.

Encourage members to use and adopt innovative approaches to monitoring and documentation. Remember to make use of the Global Secretariat as a resource and request indicators of fellow national alliances to aid you in initial and continuous monitoring. Perhaps most importantly, share the information gathered back with your membership!

## **Tracking Volunteerism**

An important activity to monitor and document is volunteerism. Volunteers contribute to building, maintaining and sustaining the WRA and Global Secretariat. Therefore, it is important to track the number of volunteers and ways in which volunteers account for the time spent on WRA activities. This information can be presented to donors and membership to show cost sharing and the spirit and dedication of service within your Alliance.

Volunteerism takes different forms and can consist of different categories. These factors call for tracking time and talent or the contribution by individuals/ organizations using appropriate classifications. Developing indicators for tracking volunteerism can be done by modifying what is used for the monitoring and documentation plan. An advantage of undertaking this exercise is that the Alliance has an additional way to quantify time and demonstrate the span of its reach and activities. Using the U.S. Government statistics of labor costs for various professions, the Global Secretariat tracks volunteer time and calculates the total staff hours and monetary value. In comparison to the paid staff time, these statistics demonstrate the positive impact of volunteerism. The following pie chart describes WRA volunteer hours for the global alliance and the resulting cost savings.

National alliances may consider tracking volunteers' hours and organizational savings as part of their monitoring, evaluation and documentation plans and tool. In order to do this, members should agree on ways to record information (e.g. tally system, local forms, or log books). Using the information to calculate a specific dollar amount and total volunteer time enables the alliance to illustrate effective leveraging of resources, cost-savings and sharing, and the potential for sustainability, attractive features for all partners and donors.

### Developing a Fundraising Plan

Resources are needed for the Alliance to implement safe motherhood activities and sustain itself over time. As discussed in the *Getting Started* chapter (see page 1), exploring and maintaining support from members can help leverage human, financial and in-kind resources. Local contributions are one example of this; however, as part of the strategic plan, each Alliance must develop a fundraising strategy to ensure that adequate funding is available or leveraged to implement planned activities and programs. The fundraising plan may include:

- A budget that estimates the minimum funding required to maintain the WRA for a year or for the desired duration set by members
- Names and profiles of different donors
- Requests for proposals and other opportunities for small and large grants
- Activities that can raise money locally

Although this information will vary for each Alliance, the content of the plan and quality of the strategy is often dependent on advanced preparation, time and energies devoted to fundraising. Drafting a fundraising plan calls for designated persons to take the lead on putting together the strategy and reminding members of the need for each to explore different options for mobilizing resources. Depending on a few individuals or organizations to implement the plan and secure funding should be avoided. Rather an exploration of potential venues (e.g. donors, members, and private sectors partners) with resource mobilization at different levels (national, international, and individual) is more likely to yield diverse opportunities for resource mobilization and build relationships with those who support the WRA.

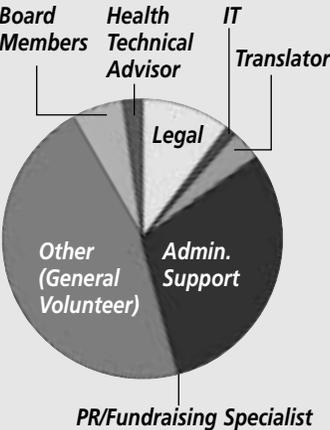
Remember that open and honest discussions about the funding situation in the beginning can help members understand the limitations. In addition, informing members and other stakeholders that funds are needed, may also spur them to help with fundraising or seek support from government agencies or foundations. The strategic planning meeting is one of various forums to begin preparing for the future of the WRA and taking the necessary steps to secure adequate resources.

For more information about ways to find sufficient funding and tips on how to develop a national alliance budget, read **Cultivating Financial Support: A Fundraising Guide for National Alliance Secretariats and Members**. Contact the Global Secretariat for a copy of the guide by hard copy or the downloadable version.

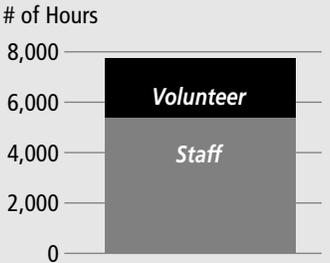
January 2005 -  
December 2005

### WRA Volunteer Hours

Volunteer Hours (by type)



Staff and Volunteer Time



**Total hours: 2,204.25**

**Monetary Equivalent: \$117,797**

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# STRUCTURES AND FUNCTIONS OF NATIONAL ALLIANCES

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This section presents examples of different Alliance structures. Members of the WRA will need to make the decision regarding which model to adopt for the organizational structure. Developing processes, protocols and forums for decision-making and member involvement is critical for every Alliance to reach agreement on how to conduct its work and do so successfully. Careful consideration of advantages and disadvantages of various structures and operational procedures are highlighted to help Alliances determine what types of leadership are appropriate and effective. This chapter aims to help WRAs select, institute, or reinstate an effective Alliance structure and tackle organizational and management issues during start-up phase and throughout the life of the national alliance.

## Considerations in Choosing an Organizational Structure

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The organizational structure should help the Alliance achieve its goals and allow members to divide up the work. Key considerations to take into account when deciding on a structure are:

- What work needs to be done?
- What kind of groups or committees need to be formed to do the work?
- What are the roles and responsibilities of each group or committee?
- How does membership agree to manage and govern themselves and the units within the national alliance?
- Who will be in charge of what parts?
- Where are members located? What will help the Alliance work together as efficiently as possible?
- How will the national alliance ensure good and timely communication between members and the decision-making body?
- Does the Alliance need to hire staff? If so, for what functions? Where will staff be located or housed?

A good way to think about the structural development of an Alliance is through **organizational units**: committees, a coordinating body, and a decision-making body.

Examples of organizational units include:

**COORDINATING BODY** — national coordinator(s), host organization or working staff — paid or unpaid (such as the Secretariat)

**DECISION-MAKING BODY** — representatives of leadership from various such as an executive committee, core group and membership at large

**COMMITTEES** — task forces, working groups, sub-committees, organizing committees, etc

Each Alliance must determine which units should be created and various ways members can contribute to achieving the WRA mission and objectives. For example, a national alliance may begin working through committees and at a latter stage move toward more sophisticated bodies with more specialized roles. The types of committees, coordinating and decision-making bodies are usually determined by the current needs, membership size, and scope of activities at a given time. These organizational units are components of the Alliance structure itself.

## **Alliance Structures**

To be successful, an Alliance must create and re-create an appropriate structure that identifies the relationship among members and the hierarchy within the organizational units. Keeping in mind the values of collaboration and participation as well as the needs for efficiency and productivity, your structure must fit the overall goals of the Alliance and should be such that it enhances and not impedes progress. In this context, the “looseness or tightness” of the Alliance in terms of structure, decision making mechanisms, communication channels etc. is based on how closely the Alliance members must work together in order to reach the collective goals.

Different structural models for governance of Alliances exist that are worthy of mention<sup>2</sup>:

**SIMPLE AFFILIATION** — Loosest form of an Alliance with no formal structure or staff and depends on simple mechanisms such as technical working groups

**LEAD PARTNER** — Characterized by one partner who assumes a strong—but not dominant—leadership role

**GENERAL CONTRACTOR** — Characterized by one partner who is the clear leader, decision maker and controller of funds, its staff operates the Alliance

**JOINT VENTURE COMPANY** — Consists of partners who create a separate legal entity for the Alliance which operate more or less independently, it has its own staff and resources

**SECRETARIAT** — Consists of a quasi-formal Alliance structure with its own staff, a group of partners operating as equals

**MIXED CLUSTER** — Composed of combination of two or more of the above such that an Alliance adapts certain features, and develops a distinct model

Whatever the WRA decides to pursue, the structure should be adapted or modified to provide the best possible system of working in your country and responding to the Alliance context. Remember that the structure alone does not make the Alliance function effectively. It is closely linked with the quality and capability of leadership. The right people are needed in the right positions with appropriate levels of autonomy and accountability to steer the Alliance toward achieving its mission to raise awareness of safe motherhood

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*The organizational structure should help the Alliance achieve its goals and allow members to divide up the work.*

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<sup>2</sup> Bill and Melinda Gates Foundation, *Developing Successful Global Health Alliances*. 2001.

issues and lead by action through events, interventions and other ways to impact change.

The Table below presents a list of advantages and disadvantages of the different structural models:

*As illustrated in the table, Alliance structures take on different forms and may result in intended and unintended consequences. However, the Secretariat or an adaptation of it is the most widely used Alliance structure. Let us take a closer look at the Secretariat Model, which has proven to be an effective organizational structure for multiple WRAs.*

**SECRETARIAT MODEL** — Global Secretariat, Multiple National Alliance Secretariats

Structure	Expected Benefits	Potential Dangers
<b>Simple Affiliation</b> (e.g. technical working groups, task force, committees)	<ul style="list-style-type: none"> <li>■ limited costs</li> <li>■ personalized relationships within groups</li> <li>■ openness, potential for large membership</li> <li>■ flexibility in “looseness” of structure as units self-manage</li> <li>■ independent complementary groups</li> <li>■ individual ownership and non-hierarchical structure may encourage creativity and entrepreneurial spirit among members</li> </ul>	<ul style="list-style-type: none"> <li>■ lacks dedicated or full-time staff</li> <li>■ coordination challenges</li> <li>■ lacks single accountable leader</li> <li>■ difficulty knowing “who is doing what?”</li> <li>■ problems with information gathering and sharing</li> <li>■ prone to breakdown in communication and reporting with a large membership and where joint interactions and forums are limited</li> <li>■ potential for disconnectedness, “everybody is doing their own thing”</li> </ul>
<b>Lead Partner</b> (e.g. organizational lead, general contractor)	<ul style="list-style-type: none"> <li>■ effective when one partner is natural because of a recognized expertise</li> <li>■ clear leadership</li> <li>■ clear accountability</li> <li>■ clear decision-maker</li> <li>■ clear financial manager and controller of funds</li> </ul>	<ul style="list-style-type: none"> <li>■ potential for domination</li> <li>■ high level of dependency</li> <li>■ Difficult to empower other partners in subordinate roles</li> <li>■ potential for information overload</li> <li>■ often have finite time or commitment (e.g. competing priorities, fiscal year, work plan cycle)</li> </ul>
<b>Secretariat</b> (e.g. Global Secretariat, Secretariats of WRA/Tanzania, WRA, Burkina Faso, WRA Nigeria, WRA Bangladesh Core groups of partners/individuals WRA/Indonesia, WRA/Ethiopia)	<ul style="list-style-type: none"> <li>■ equitable relationship between partners</li> <li>■ dedicated number of full-time staff</li> <li>■ clear leadership</li> <li>■ clear accountability</li> <li>■ shared responsibilities</li> <li>■ abundance of models to assist with effective tasks management</li> <li>■ shared risk-taking</li> </ul>	<ul style="list-style-type: none"> <li>■ dependant on financial support</li> <li>■ may be more expensive in money and management time</li> <li>■ requires recruitment and application screening</li> <li>■ potential for information overload</li> <li>■ potential for burnout if left without support</li> </ul>

The “Secretariat” is the entity that is the coordinating body in addition to the physical space that the WRA inhabits and the respective resources of the Alliance. It can also refer to the core group or decision making body. Each national alliance will determine what leadership form constitutes the Secretariat. Whatever the internal configuration may be, leadership works with members as equal partners. This characteristic of “operating as equals” distinguishes the Secretariat model from others and constitutes a fundamental principle of the WRA.

## **The Role of the WRA Global Secretariat**

As mentioned in the introduction and throughout the chapters, the Global Secretariat serves the following functions:

1. Facilitates the development of a shared vision that binds the Alliance;
2. Supports, maintain and expand the WRA membership;
3. Facilitates the provision of technical assistance to National Secretariats to promote organizational development, sustainability, and effectiveness in achieving the mission of the WRA;
4. Diversify and leverage resources to support and secure the Alliance for the future;
5. Serves as a communications hub for the Alliance.

While some of these functions are similar to those required of the National Secretariats, each Alliance will determine the specific responsibilities of the organizational units. The Global Secretariat can assist with resources if the need arises.

## **The Role of the National Alliance Secretariats**

Each National Secretariat functions independently; however there are certain expectations which need to be met to build and maintain a successful and effective Alliance. Key requirements have been outlined in the core functions that Secretariats will need to carry out.

### **Core Functions: Tasks and Maintenance**

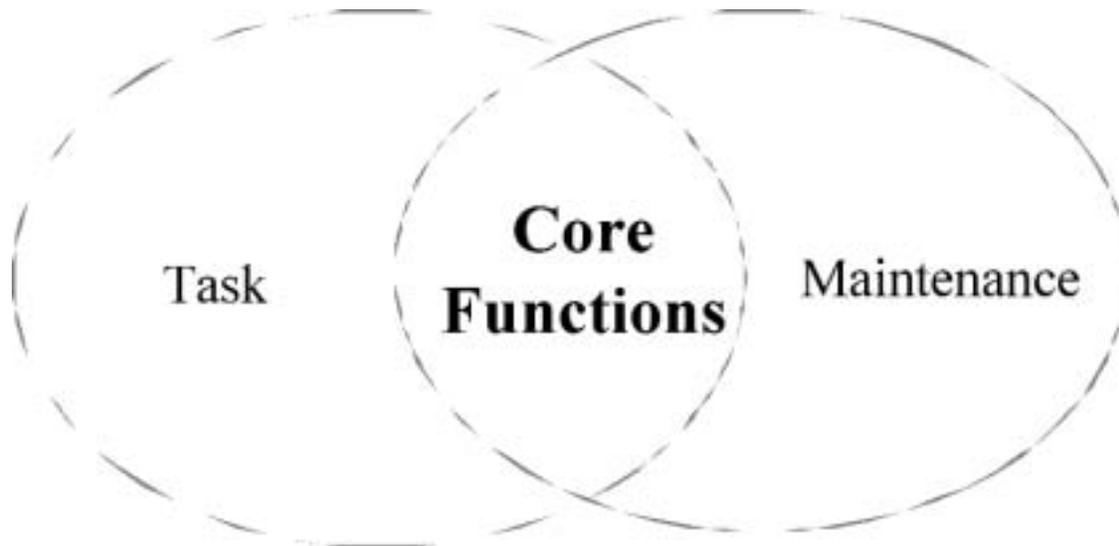
Alliance leadership will need to attend to core functions also referred to as task and maintenance activities which help the WRA as an organization and as a change agent to achieve its mission.

**TASK FUNCTIONS** involve the accomplishments of concrete measurable and tangible goals.

**MAINTENANCE FUNCTIONS** are often intangible, administrative, and behind the scenes tasks, which are just as crucial to the Alliance’s productivity and satisfaction.

It is important to know what the specific tasks entail and who is in charge by a clear division of labor. This helps members accept responsibility for the specific domains of their actions. The following roles are often associated

with the National Alliance Secretariat. Each national alliance will need to determine which individual or group is designated to carry out the specific responsibilities. The members should reach agreement about what names of positions will be assigned to the leadership (e.g. Secretariat, Coordinator, core group) and others involved in these activities. The key areas of the core functions are included in the diagram below.



*1. Coordination and representation:* Lead and coordinate WRA in all advocacy efforts and be the main hub of the Alliance

*2. Resource mobilization:* Engages in fundraising activities and mobilizes resources such as the time and talents of people

*3. Internal Communication:* Maintains internal communication within the Alliance, among membership, and with the Global Secretariat and across Alliances through meetings, email, phone

*4. External Communication:* Develops and shares information and materials to audiences outside of the Alliance such as through a website and other channels for broader outreach and information-sharing

*5. Participation and Transparency:* Ensure that the proceedings and decisions of WRA involve and engage members and maintain openness and transparency in dealings and deeds

*6. Equality & Freedom:* Ensure that all members be given equal space and scope to voice their opinion, and be seen as equals.

*7. Group Identification and Solidarity:* Promote the white ribbon as the symbol of the Alliance which signifies our common identity and takes precedence over organizational logos of WRA members

*8. Information Dissemination and Utilization:* Shares safe motherhood technical material and information and outreach to media, communities and other target audiences

Remember in the start-up phase, leaders often emerge that take care of these tasks while juggling their other professional commitments. However, identifying a person who can devote to the roles and responsibilities on a full-time basis is essential (see page 29 for information on dedicated WRA staff). The individual (s) who carry out these functions and spearhead Alliance activities, will also be tasked with helping to develop a decision making process which ensures good governance and incorporates appropriate restraints to avoid domination by individuals or organizations.

## The Decision Making Process

Often the key to a successful Alliance is effective decision making. The decision making process should be:

- Structure-driven or links to and evolves with the structure
- Participative and transparent
- Consensus-based

The decision making process should also:

- Balance the need for speed with the benefits of wider participation
- Allow for “new blood,” rotations and changes in leadership
- Respond to emerging issues, priorities and routine business

The core group or governance structure is created (as discussed on page 29) to promote fast and strong decision making while involving as many members as possible who have a vested interest in the WRA. Delineation of tasks within the core group will help the Alliance determine who is responsible for what and which issues are linked to require leadership by the core group.

For example, WRA/Bangladesh has two task forces within their core group — administrative and organizational. The administrative taskforce, group helped with the hiring of the National Coordinator and with selecting and establishing the institutional home with a volunteer member organization. The organizational leadership group spearheaded the development of the mission, vision, strategic planning meeting and determines whether operational guidelines should be used or a constitution based on the agreement reached by membership. This group also wrote the first draft and developed the final version with the members.

Each Alliance must determine how to make use of the core group for decision-making. It is important to remember that delegating authority to this group does not dissolve members of their ability to participate and voice their opinions/concerns. Instead delegation of tasks should provide a space for WRA representatives to work on behalf of all membership to build and maintain the national alliance. A few tips on decision making are provided for quick referencing.

Each Alliance will need to ensure that decision-making is a democratic process and find ways to create ownership of decisions among membership. **Using consensus** as a means for reaching agreement in core group and

### Recommendations for effective decision-making for the core group and membership at large

- Avoid dependence on one or two individuals or organizations
- Share and rotate leadership roles and responsibilities to reduce the possibility of domination and burnout among decision-makers of the WRA
- Seek each members' consent to the decisions before “group adoption” takes place
- Set aside adequate time to work through the decision-making process
- Attend to the process and group dynamics to ensure both are open, fair, inclusive, and transparent
- Work toward a deadline to make a decision so discussions are time-bound rather than open-ended lengthy exchanges
- Demonstrate commitment to the process developed and ownership of the end product or decision made

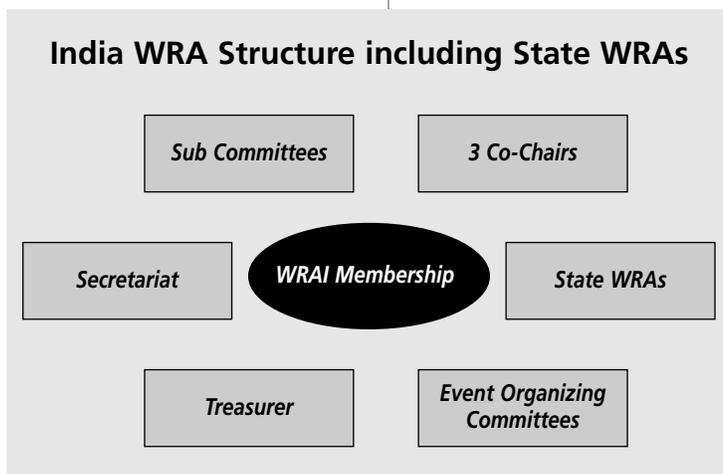
national alliances discussions is necessary to move activities forward in a way that allows for collective acceptance of leadership decisions. The aim should be to reach a satisfying compromise among members (a win-win situation) rather than opposing viewpoints (a majority winning and a minority losing). Make use of the seven principles above to help in decision-making.

## WRA Organigrams

Developing an **organigram** can help to create and assemble the WRA governance structure that is equitable and efficient. This visual diagram is also a tool that allows members to understand their roles and the relationships among the various organizational units.

Two examples of organigrams are provided with different levels of hierarchy and the multiple units within the national alliances. These structures were determined based on what the needs were within the country context and what was viewed as necessary for each WRA to successfully accomplish its mission.

**WRAI**, the structure adopted is the *secretariat*. It comprises of a full-time Coordinator, 3 co-chairs, five state Alliances, sub committees, treasurer and event organizing committees. All members work as equal partners and the relationship between the national secretariat and the state secretariats is the same as that between Global Secretariat and National Secretariat.



**WRA/INDONESIA** adopted and named the structure of the *Presidium* as the decision making body and working teams responsible for IEC, advocacy, Alliance and capacity building and provincial chapters.



**WRA/MALAWI** has a structure comprising of a *secretariat* with a core group or executive committee, regional committee and district committee working with the community groups.

## The Structure of the Global Secretariat

As mentioned in the history of the alliance (see Introduction), the Global Secretariat consists of three staff: the Executive Director, Technical Advisor, and the Program Manager. Similar to other alliances, a core group evolved into the Board of Directors (BOD) which provides oversight and management of the WRA to ensure there are adequate resources, quality leadership and safe motherhood interventions. Members of the BOD support the technical, financial and programmatic needs of the global WRA. There are also national working groups that focus on safe motherhood issues in the U.S. through regular meetings and collective action. Members who join the global alliance participate in these working groups, volunteer their time and make contributions in their areas of expertise. These individuals, organizations and donors form the membership at-large that is based throughout the country and abroad.

The organigrams described reflect the appropriate structure developed by each alliance. These WRA structures include decision-making bodies, sub-committees or working groups, and different groups of members that take on technical, financial, and administrative duties to ensure the effectiveness and longevity of the WRA. In the process of developing an organigram, consider these aspects and the best persons to fill these roles on a voluntary basis or by election.

## Working Groups

As shown in the WRA structures of India, Indonesia the Global Secretariat, (and throughout other national alliances), **working groups** share the WRA workload through spearheading efforts and activities such as communications, event planning, capacity building and advocacy. They are an effective way of getting things done in small groups which helps save time and better utilize resources. Allowing interested members to take initiative, develop and manage their own working group is one experience of how they can form. They can also be established through the delegation of tasks across membership.

Working groups are identified and formed on a voluntary basis. Each Alliance can form working groups and/or chapters depending on its size and contributions of members. Remember, working groups can also empower members as they provide opportunities for units to manage themselves, report back their work and complement the Alliance's mission and priorities. A few issues that working groups need to consider are: 1) what work needs to be done, 2) what skills are required for the type of group, 3) who is the contact person and leader, and 4) what is the time frame for the tasks.

Members will determine whether working groups are established to deal with task functions, organizational issues, technical issues or other priorities identified.

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## INSTITUTIONAL HOMES

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An Alliance depends on different sources of leadership to direct its efforts, two of which are the focus of this section: the Alliance's host organization and dedicated staff. The needs for a location to house the WRA and coordinators or leaders to manage the day to day activities must be met fairly rapidly for a WRA to be effective and visible. An open and transparent process with pre-set criteria, a willingness to explore various options and careful consideration among members is essential for these decisions to be accepted by the Alliance. The extent, to which an Alliance can find the most appropriate institutional home and a qualified national coordinator, is likely to determine how well it facilitates processes of alliance building, maintaining and sustainability. This section provides information on attributes of the institutional home and Alliance staff based on experiences from national alliances in their search and selection processes for the institutional home and national coordinator.

The following guiding questions are provided to help members begin thinking about these organizational and staffing issues:

1. What are the main qualities and considerations that inform members in their search for a well-suited institutional home? A qualified national coordinator or other dedicated staff?
2. What are the approaches used for identifying an institutional home? A national coordinator or other dedicated staff?
3. How does the Alliance arrive at consensus on the "best pick" and proceed to outline roles, responsibilities and benefits within the relationship among the WRA and the institutional home? The WRA and the national coordinator or other dedicated staff?

### What is an Institutional Home?

*An institutional home is the location and space in which the Alliance is housed as well as the resources required to ensure the effective running of core and task functions (discussed in the previous chapter). Institutional homes are mostly found within the secretariat model. They are usually provided by a host organization.*

Identifying the right institutional home is a process which takes time, research and dialogue with potential host organizations and collective decision-making with the WRA membership.

### Approaches to Identifying an Institutional Home

There are a few ways to establish an institutional home. In most cases, the institutional home comes from a volunteer member organization, stepping forward and expressing interest. For some national alliances, a member organization may come forward and offer office space as the potential home for your Alliance. This was the case for national alliances in Bangladesh, Tanzania, and Ethiopia. Whatever the situation, membership should work

together to spread the word in their networks and clearly articulate the Alliance’s needs.

Factors for consideration when choosing an institutional home:

- **OVERLAPPING ORGANIZATIONAL MISSIONS, PRINCIPLES AND ACTIVITIES:** Does the organization have a complimentary mission and support the principles of the alliance such as transparency and shared ownership? Related or complimentary areas of expertise and activities?
- **AUTONOMY FOR THE WRA:** Does the organization recognize and respect the need for autonomy and separate decision-making for the Alliance?
- **COMMITMENT:** Does the organization demonstrate a commitment to work with the WRA to maintain and sustain the alliance?
- **REPUTATION:** Is the organization reputable and viewed favorably by others in the related sector or field?
- **DURATION AND SUSTAINABILITY:** How long will the organization work from that space? Does it run on an annual or multiple-years project cycle?
- **GOOD AND SAFE LOCATION:** Where is the organization located? Is it centrally located and in a safe area?

List of Requirements for Host Organizations	Option 1	Option 2
Private of one work station including furniture, table, chair, shelf		
Access to telephone and fax		
Computer		
Internet access and IT support		
Equipment support; camera, overhead, multi- media projector, etc		
Meeting room		
Procurement; stationary, tea, coffee, snacks		
Logistical support in organizing events		
Assistance in travel/hotels arrangements		
Administrative support: secretarial		
Photocopy		
Vehicle: local official transportation		
Institutional longevity		
Diversity of funding sources		
Other perks/offerings		
<b>Preferred Host Organization</b>		

## **Institutional Homes of WRAs**

*Bangladesh – CONCERN*

*Burkina Faso – JPHIEGO*

*Dominican Republic –  
Ministry of Women*

*Ethiopia – Ethiopian Nurse  
Midwives Association*

*Ghana – Ghana Registered  
Midwives Association*

*India – CEDPA*

*Indonesia – Own Office  
Space*

*Malawi - Save the Children*

*Nepal – Own office space*

*Nigeria - Integrated  
Development Adolescent  
Center*

*South Africa – UNFPA*

*Tanzania – JPHIEGO*

*Zambia –JPHIEGO*

If there are one or more options, it is important to discuss the pros and cons of each organization, in order to reach a consensus among the members. Remember that these discussions may be difficult so encourage members to discuss their preferences and views in a professional and cordial manner.

## **Essential Services and Supports**

Those participating in the consideration of potential institutional homes may want to make use of the decision-making matrix developed by WRA/India as the basis for ranking the organizations for the final decision. The matrix on page 35 includes a list of requirements or basic needs of a national alliance. Members will ultimately determine who to approach. Whoever is approached as a potential host organization, share the Institutional Home Checklist (page 35), used by existing WRAs, which outlines necessary requirements of a host organization.

## **Benefits to the Host Organization**

Benefits to the host organization must be shared with potential hosts. In the same way that a national alliance may have certain expectations, so too does the host organization. What can the host organization gain by providing resources for the national alliance? Although, each national alliance will be different, consider a number of benefits worth highlighting in introductory letters and discussions. There are numerous examples of benefits.

The host organization can:

- Receive name recognition as part of the national WRA
- Participate in new activities
- Serve as a hub for the safe motherhood movement in your country
- Receive maternal and newborn health resources (e.g. a complimentary edition, free of charge)
- Involve select staff as safe motherhood champions (e.g. for honorariums, key note addresses, etc.)
- Share and disseminate its own materials within the WRA membership and global network

Providing a preview of the benefits for the host organization can help attract organizations with similar goals and objectives. The Box shows the current Institutional Homes of the WRAs. These may be worth exploring in your country if the organizations have offices.

## **Selection and Decision Making Process**

After the key requirements and benefits to the host organization have been shared, there may be a need to meet with staff from prospective hosts. As the core group and members compare different host organizations, be prepared to record the differences and additional inclinations that Alliance membership may express. It is possible that two organizations are offering substan-

tially similar packages. In the event that this occurs, take a closer look at the offerings to assess whether there are factors favoring one organization.

For example, WRA Bangladesh found a few differentiations that helped make a tough decision. One organization had a more private space, central location and better security.

Most importantly, it also had a longer life cycle as compared to the other institution where the project's expected completion date was in one year. Projects tend to have a shorter life span than organizations such as non-governmental organizations and community-based organizations that have been in existence for many years. Remember to contact the Global Secretariat and the national alliances for additional support.

## **Memorandum of Understanding**

To ensure that the national alliance and the host organization have a clear understanding of the roles and relationship, the WRA should draft a **Memorandum of Understanding (MOU)** after the selection of the Institutional Home. This will ensure that the host organization and the national alliance understand their roles and obligations and agree to uphold both contractually.

A MOU is letter of agreement which details the following:

- Specific roles & responsibilities of each partner/member
- Areas of Joint Responsibility
- Fee or payment arrangements
- Duration of the agreement
- Recourse in the event that there is a breach in conditions of the agreement.

See Annex 5, for two examples of MOUs.

## **Issues of ownership**

Even with signed MOUs and acceptance of WRA principles of collective ownership and equality across members, there is the possibility that select members (individuals or organizations) may try to dominate the agenda or decision making process of the Alliance. Maintaining the Alliance identity can be difficult amongst competing priorities, project support, and prominent donors. These issues of ownership can manifest in turf wars, improper branding, or credit taken or given to a single or select individuals or organizations. Although such practices are usually a part of the process of alliance building, where members come from different sectors and backgrounds (some powerful and others less powerful), national coordinators and other Alliance members should find ways to help foster a sense of joint ownership and facilitate members' conceptualization of the WRA and its actions as single voice and collective effort. Conventional wisdom from national alliances suggests a few actions to help resolve issues of ownership among members:





- Provide members with and remind members of the mission, vision and principles and allow them to demonstrate their commitment to each
- Avoid dependence on one or two individuals or organizations for success
- Share and rotate leadership roles such as core groups, host organization, and national coordinators
- Develop operational guidelines or principles that include a focus on fair and equal treatment of members and acting and representing a unified WRA in deeds and work
- Be transparent regarding funding sources and requirements within that funding, such as branding, etc.
- Give credit and acknowledgement for all member contributions — funds, time, in-kind resources, etc.

It is important for members to take ownership collectively instead of individually. Where an individual, group or organization may provide support in one or a few areas, other members have their roles which also add value. Discuss issues of ownership in an open and honest manner in WRA forums such as the stakeholders' workshop, strategic planning, and annual general meetings (AGMs) to emphasize the importance of working as a group and the benefits of success for all.

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## **NATIONAL COORDINATORS**

In addition to a physical space for the Secretariat, leaders are needed to manage the day to day activities. Alliances must search for and select dedicated staff to manage the core functions (as discussed on page 26) of the WRA. The dedicated staff, commonly referred to as national coordinators, is in most cases, full time staff employed by an organization that is a member of the alliance or directly by the Alliance itself. There are specific leadership traits and qualifications sought after in potential candidates to be successful safe motherhood champions and Alliance leaders. These leadership qualities, information on approaches to identifying a national coordinator (or Alliance staff), and resources for interviewing and hiring Alliance staff are included to help members make these decisions.

### **Leadership Qualities of National Coordinators**

National coordinators are important leaders in national alliances. They possess leadership qualities and a very unique skills mix that enable them to lead safe motherhood initiatives and maintain the Alliance in their countries. A few characteristics of national coordinators, whom alliances should choose include:

- Experienced professionals in maternal health in the country,
- Credible, participative, visionary leaders with a proven track record of success in managing teams, activities and/or individuals
- Ability to operate autonomously yet be guided by the membership
- Passionate “networkers” able to bring different stakeholders together and build partnerships from multiple sectors
- Skilled coordinators and facilitators that communicate effectively, openly and can foster a process of consensus-building, problem solving and connecting with others to expand the membership.
- Ethical individuals that engage in transparent, inclusive and fair business practices and work in the spirit of cooperation and sound judgment their dealings with others
- Respectful and value participation at all levels — from grassroots women to high level government officials

### **Approaches to Identifying a National Coordinator: Hiring and Lending**

The process of identifying dedicated Alliance staff, (hereafter, and national coordinators) can take the form of hiring or “lending” from organizations that are members of the WRA. Before reviewing these two options used by national alliances to identify and instate national coordinators, it is important to consider a few requirements to determine what is feasible and the resources needed to fund the position.

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*Finding the right  
Coordinator (or  
full-time key staff)  
takes time and  
resources.*

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Discuss the various issues and seek clarifications before initiating the hiring process:

- What is the Coordinator's salary? How will the Alliance raise money to support the position?
- How will the Coordinator's expenses be covered? For example, local travel, stationary, and other expenses?
- If funds are raised locally, where will the money be deposited and in whose account?

These are specific prerequisites that must be figured out early. The next two chapters will discuss some of these issues. However, the best resource to use is the **WRA Fundraising Guide** which presents an in-depth discussion on topics such as fund raising strategies, multiple donor resources and other information to assist with securing and leveraging funding.

Once there is a general idea of the resources available (or lack thereof) to fund the position, a good first step is to draft a **scope of work** or job description for the National Coordinator position.

***A scope of work is a detailed job description which outlines responsibilities, expectations and products or items that the position holder will deliver as he/she conducts his/her work.***

If the draft scope of work has been completed, explore both options of hiring and lending a national coordinator to determine which works.

### **Hiring a Coordinator**

Finding the right Coordinator (or full-time key staff) takes time and resources. Sharing information with members about the desired qualifications will allow them to spread the word about the position and possibly spur some recommendations of potential candidates for consideration. In addition to soliciting member referrals, it is important to advertise the position widely. Posting the job in newspapers, member organizations' websites and materials, and other health and non-health advertisements will attract women and men working in the field of reproductive health and safe motherhood and those with a diverse skill set.

There is no way of knowing how long the hiring process will take. For this reason, here are a few suggestions that may make the process run its course more efficiently.

- Contact the Global Secretariat for examples of job descriptions and adapt these for your position. See Annex 6 for a **Sample Job Description**.
- Develop a timeline for your recruitment and review process. Set goals for the closing dates for applications, short listing of competitive candidates, and interviewing periods.
- Make a list of places to advertise the post (some may be free, others may have a fee) and disseminate the job description widely among membership.

- Spread the word to members and ask for recommendations for potential candidates.

Remember that advanced notice should be given to those needed to take part in the process. For example, who will be the contact person for applications? Will you need assistance reviewing applications and ranking the top picks? Are you going to need select members to help with advertising, to take part in interviewing? These requests will need to be made early so members can allocate time for these duties.

## Lending a Coordinator

Instead of hiring a coordinator, the alliance can check if member organizations or the institutional home can “lend” a coordinator. For instance, the organization which agrees to be the secretariat or institutional home (discussed on page 34) may also be asked to take the responsibility of supplying and supporting the coordinator. This was the case in Burkina Faso where JHPIEGO (an international health program with funding from USAID) adopted the national alliance and created the Coordinator position under the rubric of an existing maternal and newborn health project. Jeremie Zoungrana, the National Coordinator, describes the relationship with JHPIEGO as the “links are like between mother and child.” WRA-Burkina Faso continues to collaborate with JHPIEGO in safe motherhood activities, holds its meetings and store WRA materials on site, while also functioning as an individual WRA member with equal partners from other organizations, communities and members at-large.

## Hiring verses Lending

Both models of hiring and lending a coordinator have pros and cons, as illustrated in the box on page 42.

## Selection Processes for a Coordinator

Openness and transparency should be a part of the selection process. Each applicant should be treated fairly in a non-discriminatory manner. This can be achieved with a functional process, support from the Global Secretariat, and adequate time for careful consideration of applications: the cover letter, curriculum vitae, and references.

A useful resource to help review applications or letters of interests from member organizations is the **WRA Interview Matrix** which highlights six specific skills:

- Knowledge of maternal and newborn health issues
- communication and health promotion
- organizational and networking
- leadership skills
- creativity and problem solving
- computer skills
- financial skills

<b>Hiring a Coordinator</b>	<b>Pros</b> <ul style="list-style-type: none"> <li>■ Dedicated 100% to Alliance activities</li> <li>■ Selected by WRA core group or members</li> <li>■ No conflict of interest with other organizations</li> <li>■ Answers directly to membership</li> </ul>	<b>Cons</b> <ul style="list-style-type: none"> <li>■ Continuous need to raise money to support position</li> <li>■ Need to hire through an organization or project if WRA is not a registered NGO</li> <li>■ May be difficult to get additional admin and financial support</li> </ul>
<b>Lending a Coordinator</b>	<b>Pros</b> <ul style="list-style-type: none"> <li>■ Host organization responsible for sustaining position</li> <li>■ Rapid start to the position</li> <li>■ Support of host organization, including additional staff</li> <li>■ Incorporated into organizational culture</li> </ul>	<b>Cons</b> <ul style="list-style-type: none"> <li>■ Competing priorities with other organizational duties</li> <li>■ Sensitive issues, particularly around funding</li> <li>■ Position may be linked to particular project with limited lifespan</li> <li>■ If the host organization ceases to house the Secretariat, the Coordinator position is lost</li> </ul>

In addition to these skills, the members assisting with the selection process should look for factors that distinguish a set number of candidates from the others. This can help with short-listing the most qualified applicants when there are many.

See Annex (7) for a **Sample Interview Matrix** developed by WRA/Ethiopia. This tool can serve as a guide to help you navigate the interview process and document your views of each candidate. When you have identified your candidate of choice, you will need to discuss a start date as well as begin to draw up a contract for the terms of employment.

Remember to approach the Global Secretariat for assistance. National alliances can also share job descriptions and other materials from their recruitment processes.

# PART 3:

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# SUSTAINING A NATIONAL WRA

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## PRINCIPLES FOR WRA LEADERSHIP AND GUIDELINES FOR MEMBERSHIP

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This section will look at various guiding principles of successful Alliance partnerships such as principles of WRA leadership, levels of membership involvement, inter-alliance communication and resource sharing in addition to conflict resolution. Understanding these factors that impact the formation, viability and sustainability of an Alliance will help WRA members work collaboratively and effectively.

### Elements of Successful Alliances

Lessons learned from different Alliances reveals that members often approach the Alliance with different perceptions and expectations as participating organizations and individuals. For this reason, members should devote thought and effort to key foundation elements during the initial stages and throughout the life of the national alliance. Commitments to the Alliance and protocols for working together can establish a climate of trust, information-sharing, and understanding of team work and cooperation.

Guiding principles for members to consider and impart among Alliance partners include<sup>1</sup>:

- **STRONG, PARTICIPATORY LEADERSHIP.** Involving others, using input of various members as well as having a willingness to accept others' ideas, perceptions and feedback in non-defensive ways are illustrative examples of participatory leadership. It is important to exhibit sensitivity to members' diverse background and views.

### Example:

**WRA CAPACITY BUILDING WORKSHOP-OPEN FORUM:** The Global Secretariat and 12 National Alliances participated in an open forum as part of an international capacity building workshop to discuss and debate various issues confronting the Alliance. The session allowed members to voice the different views and concerns about membership norms such as voting rights, commu-

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<sup>1</sup> The Organizational Change Program for the CGIAR Centers. Tips and Tools Series. Selecting Partners: Practical Considerations for Forming Partnerships. 2000.

nication flow, and uniformity of terms. This workshop ensured that adequate representation of membership was upheld and that individuals could exchange ideas collectively in an open dialogue and participatory manner.

- **CONSENSUS BUILDING.** Involving members in discussions which focus on common objectives and paths toward group agreement is essential for each WRA to succeed. Leadership within the WRA should facilitate exchanges of collaborative problem solving rather than debating. See Annex (8) for detailed information on Consensus-Building Techniques and Processes.

### Example:



**WRA CAPACITY BUILDING WORKSHOP-GUIDE REVIEW:** The process of introducing the “How To” Guide and requesting feedback from membership about its contents, is an example of genuine participation and group consensus. Representatives from 13 national alliances reviewed the detailed outline for the “How To” Guide and provided suggestions on ways to organize and present the various topics. Although responses and recommendations varied and often conflicted, input was sought and given by all members during an interactive session. Following the half-day discussion, the members reached a consensus about the need for the publication and shared their reservations and expectations. The Global Secretariat and consultant working on the guide sought input from various national alliances and involved members in the development of the final product.

- **SHARED PROBLEM DEFINITION AND APPROACH.** Members need to agree upon the nature of the problem(s) being addressed and the outcomes. By trying to understand a problem from multiple points of view, partners can best explore appropriate approaches in response to the community’s needs. Agreements must be reached, as well, on the analytical frameworks used and the appropriate action or strategies to be implemented.

### Example:

**WRA/INDONESIA FOCUSES ON SAFE MOTHERHOOD IN TIMES OF CRISIS/DISASTER:** WRA/Indonesia focused on addressing the needs of mothers and newborns in the context of disasters and relief efforts such as the 2005 tsunami. The Alliance developed 10 action messages for safe motherhood which provided directives for how to take action and ensure adequate resources are available for pregnant women and their families.

- **POWER EQUITY.** For an Alliance to be genuinely successful, it is vital for all parties to sense that other members respect them and value their contributions. Some important behavioral factors to consider in creating power equity are active and full participation with input into decision-making; frequent information sharing; negotiated priorities and clear assignment of roles and responsibilities. Fair and transparent distribution of funds and other resources is also of equal importance.

### Example:

Shared Voting Rights: Each national alliance is viewed as an equal partner and aims to maintain equitable relationships among members. Allowing members to exercise their voting rights in decision-making processes such as those regarding WRA leadership, strategic planning and other topics, demonstrates a commitment to member involvement and power-sharing. Alliance membership votes were solicited in the election process for the new Board of Trustees, including votes for the two National Secretariat seats. All WRA members had one vote, so each individual could share the individual preference.

- **INTERDEPENDENCY AND COMPLEMENTARITY.** Early on, partners need to recognize their interdependence — particularly because safe motherhood is a multi-dimensional issue and requires a broad base of knowledge, new technology, and diverse expertise. Each member needs to bring skills, knowledge, or resources to the Alliance that complements those of other members.

### Example:

#### **INTER-ALLIANCE RELATIONSHIPS OF WRA INDIA AND INDIA STATE ALLIANCES:**

WRA India is home to five state Alliances. Although each functions as an independent Alliance and members; the national secretariat linked to the state secretariats and exchange information and support each other in different ways. Recognition of the local needs of Orissa, Rajasthan and other India states, brought about the need for separate state Alliances. Similar to WRA/India, state Alliances adopt and utilize complementary approaches such as the use of events to raise awareness in communities and multi-sectoral partnerships with the Government of India, leading NGOs and CBOs.

**MUTUAL ACCOUNTABILITY.** Two strong motivational elements of holding members accountable are shared ownership and a personal stake in the outcome. Alliances with agreed-upon norms and sanctions, with enough power and authority vested in the group to exercise these sanctions, are better able to hold members accountable than are those appealing only to goodwill.

### Example:

Monitoring and Sustaining the Alliance: National alliances in the same way as the Global Secretariat accept responsibility for expanding membership, monitoring and documenting progress in addition to identifying funding agencies and leveraging financial resources to support activities. All of these affect the sustainability of your Alliance. WRA/ Bangladesh and other national alliances employ strategies to generate resources such as aggressive donor visits, securing government commitment and focus on selling goods with the white ribbon incorporated on them. Alliances are becoming aware of simple ways to monitor and disseminate their achievement which can lead to better funding, better image and sustainability.

Strong interpersonal, leadership, and management skills combined with a facilitative process dramatically increase the likelihood that a collaborative partnership will produce the desired results.

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*Because constant change is a feature of national alliances, conflict... is therefore, inevitable.*

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## Understanding and Resolving Conflict<sup>2</sup>

The process of forming an Alliance, decision-making and providing ongoing support to fuel your WRA movement does not always go smoothly. Therefore, it is important that your national alliance finds positive ways to cope with problems and crises. In order to understand how to resolve or mitigate conflict, it is helpful to look at the meaning of conflict and the potential sources of conflict in the table below.

*A conflict is a problem involving at least two parties, both with emotional allegiance to a different point of view.*

### Response Strategies to Conflict

There are four basic response strategies to conflict: **avoidance, defusing, confrontation and negotiation**. Avoidance, defusing and confrontation often fail to bring about a settlement and positive working environment. While defusing is a way to shelve an issue, avoidance is a tactic that fails to address a problem in its entirety. It is misleading to believe that the other end of the spectrum, confrontation can yield positive outcomes because there is likely to be a power dynamic or imbalance which results in a member of your Alliance identifying him/herself as the victim or loser and the other party as the winner. Effective negotiation is the dominant “win-win method” that results in faster decisions and builds better interpersonal commitment to carrying out decisions reached. Details explaining each of these strategies have been provided so you have an understanding of how individuals react to conflict in different ways.

### Figure 2. Potential Sources of Conflict

#### **Assumption and perceptions**

*Different people view the same situation and see it differently, because their past experiences and personal beliefs and values differ.*

#### **Individual values, needs and goals**

*The values, needs and goals of an individual may be in conflict with another's values, needs and goals.*

#### **Organizational values, needs and goals**

*The values, needs and goals of an organization may be in conflict with the values, needs and goals of the Alliance or other members.*

#### **Emotions**

*Powerful emotions such as fear, anger, anxiety and frustration, often block communication or distort perceptions to the point of conflict with members.*

#### **Competition**

*Struggles for time, money, attention, performance and personal or group success can be healthy or destructive.*

#### **Lack of information or clarity**

*Members perceive that they do not have all the information or do not understand the information. Alternatively, individuals may possess the information but fail to understand it. People understand differently and this can result in conflict.*

#### **Individual communication and influence style**

*Insensitive or inappropriate interaction with others can create resistance. An aggressive approach which belittles others usually causes conflict. An over-accommodating passive nature can also cause frustrations which lead to conflict.*

<sup>2</sup> International Council of AIDS Service Organizations. *HIV/AIDS Networking Guide: First Edition*. 1997.

Where personal hostility and other conflicts cannot be resolved and threaten the sustainability of your Alliance, alternative approaches should be explored:

- **CONFRONT THE SITUATION OUTRIGHT.** Call a meeting and insist that the disagreeing individuals agree on a process to settle the dispute. Consider an outside facilitator. If settlement is impossible, create a working agreement and agree to disagree while working together in the WRA.
- **CONFRONT THE SITUATION THROUGH PEOPLE OF INFLUENCE.** Collectively, ask important people (e.g., the governing body) to aid your Alliance. Involve the warring individuals and/or organizations as well as the Global Secretariat. A discussion with all parties allows the conflicting parties to fight in another and more appropriate arena than the Alliance.
- **ALERT FUNDING AGENCY OR DONORS TO THE PROBLEM.** While the global or national alliance might not want to admit that it has a conflict, many donors are knowledgeable enough to know what is really happening. They can influence people who may otherwise seem immune to change. Still, funding agencies give money at their discretion, so weigh carefully the relative advantages and disadvantages of this option.

Consider the following **conflict scenarios** encountered by national alliances:

- **MEMBERSHIP LOGOS:** You are providing the logos of WRA members for letterhead and/or adverts. A few organizations demand that their logo be the most prominent, while others express disappointment that all local partners' logos are not included.

*SOLUTION SPOTLIGHT:* WRA Tanzania dealt with this issue when requested to make the donor's logo the most prominent while other partners also wanted equal branding on materials. A compromise was reached after

### Figure 3. Potential reactions and responses to conflict

#### **Avoidance**

*Some people try to avoid conflict entirely, suppress their reactions or remove themselves from the troublesome situation (e.g., resign from the Alliance). They prefer to ignore or deny the existence of a problem and/or may lack the skills needed to deal with the conflict. The response only works if escape is possible. Overall, it is not an effective response strategy for an Alliance where members are working together with shared resources and joint-ownership.*

#### **Defusing**

*Some people put off dealing with the conflict (until another time), or focus on minor points while avoiding the major issues. Like avoidance, this response will work if delay is possible, but it is not an effective response strategy for an Alliance that commits itself to openness, honesty and action.*

#### **Confrontation**

*This response involves confrontation of the differences between people. The member with the most power wins. From the point of view of the "winner," this strategy is effective; while for the "loser," the conflict is not over. The Alliance is at its best when it works and presents itself as a unified front. Problems are likely to resurface where confrontations dominate.*

#### **Negotiation**

*Effective negotiation is based on concern for others, mutual respect, and a focus on the purpose, goals and objectives of the network. Members of the WRA resolving conflict in a "win-win" style think this way: "You and I have a conflict. I respect your needs and I respect my own as well. I will not use my power over you so that I may win. But I cannot give in and let you win at the expense of my needs and goals. Let's work together for a solution that will satisfy both needs. That way we both win."*

discussions with those involved and members agreed to highlight logos of funding agencies but not at the expense of excluding or marginalizing local partners.

- **PARALLEL WRA:** Individuals or organizations attempt to set up a parallel WRA in a country where your national alliance exists. Since membership to your WRA is open, they have requested to join as members. While some partners welcome them, the majority of members will not accept this parallel/group as members. You are asked to settle this matter.

*SOLUTION SPOTLIGHT:* It is possible to participate in the WRA as a supportive yet independent safe motherhood organization with complimentary missions and activities. Bolivia's Safe Motherhood Council which works on issues similar to the WRA, finds ways to promote the safe motherhood activities, participating in and complementing the WRA movement without forming a parallel body.

- **STRATEGIC EVENTS AND RISK-TAKING:** Members are discussing different opportunities for your WRA to highlight issues of safe motherhood and participate in annual events. There are advantages to initiating activities in partnership with local government, international organizations and others in commemoration of Mother's Day, World Health Day, and or International Women's Day; however, members express concern about whether safe motherhood will be viewed solely as a periphery issue and whether the WRA movement and membership will be recognizable in the presence of numerous initiatives and leaders. You have been asked to discuss what is in the best interest of your Alliance.

*SOLUTION SPOTLIGHT:* Different WRAs confront this issue. You too may need to determine whether to link your WRA activity to another commemorative event or if it is more beneficial to take up your issue on an independent or separate platform. Using the World Health Day to highlight the safe motherhood carries with it the risk of dilution of your issue due to presence of many other issues. However, WRA Tanzania decided that the advantages far outweigh the risk in terms of visibility and mobilization. It is important to gauge the impact of 'use of the right time' and 'creating a time' for action. In India, at the time the White Ribbon Alliance was being formed, simultaneously the government was also becoming more sensitive and attentive towards the issue. Hence WRA/India was able to use that right moment to mobilize change rather than wait for a national or international holiday.

- **DUPLICATION OF MEMBERSHIP:** An NGO from a district wants to be a WRA member and be active at the national, provincial and levels of the WRA. Staff of the organization views their involvement as having greater impact not as duplication. You have been asked to speak to the group of about their duplication of membership and show the disadvantages of it.

*SOLUTION SPOTLIGHT:* Indonesia WRA has addressed the problem of duplication of members by differentiating between provincial and national NGOs. Provincial chapters' membership constitutes individuals and organizations working in provinces, while national alliance membership

constitutes national NGOs. To be a part of the national assembly, the member is required to prove district level membership.

Keep in mind that conflicts of various sorts are likely to arise. However, with commitment to finding and executing a “win-win” situation, a settlement can be reached. The key is to deal with problems sooner rather than later; take care that power equations between members are kept equal and allot members time and space to voice their views.

## **Inter-Alliance Communication**

The Alliance is made up of a wealth of knowledge and resources from members’ areas of expertise, backgrounds and work on safe motherhood issues from multiple perspectives and at different levels. Learning and sharing information such as resources, experiences, accomplishments and challenges is a part of being an alliance, and demonstrating the commitment to improve safe motherhood activities and influence policies and practices which contribute to better health for mothers and their children.

### **Modes of Communication**

Alliances can communicate with each other through email correspondence, fax, by phone and or during international meetings and exchanges. Attention to costs and time should be factored in as communication strategies are considered. Most recently, **electronic groups or e-groups** have been developed as a way to exchange information for a specific group of people working together on a specific task. The e-group involves forming a list serve or combining email addresses of selected members, allowing for ease in contacting and exchanging messages. Also, several Alliances have developed websites (e.g. Global Secretariat, WRA/India) or links to WRA informational on the **websites** of host organizations and member organizations) to post information and **newsletters** (e.g. Global Secretariat, WRA/Tanzania, and WRA/Indonesia) that provide consistent updates on latest, news, events and happenings.

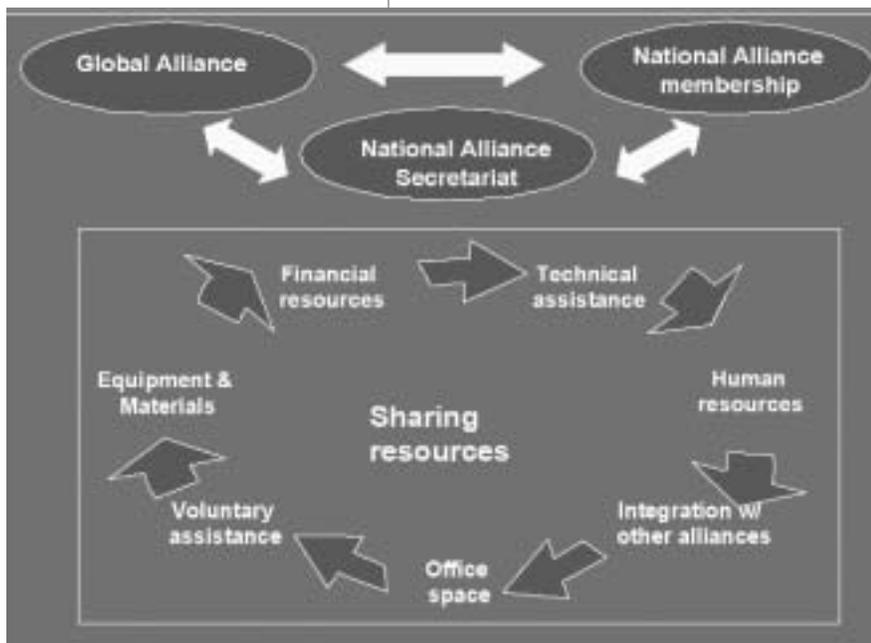
There are multiple ways to communicate between alliances as there are many challenges. Some challenges include getting timely responses from members; sharing of information equally across members; determining the appropriate amount of information; and adhering to whatever is agreed upon. Members may be asked to provide detailed information for monitoring and documentation, expanding membership or fundraising purposes. It is important that the National Coordinator (or core group) find ways to work with members to be responsive and open to different communication styles.

### **Resource Sharing**

Sharing of resources between different members must be a dynamic and multi-dimensional exchange with members being able to leverage each others strengths. Within the global alliance, national alliance membership and national alliance secretariat, the resource sharing may include (but is not limited to):



- **TECHNICAL RESOURCES AND TECHNICAL ASSISTANCE** (e.g. information on best practices and promising interventions, templates, advice, and print and media materials)
- **HUMAN RESOURCES** (e.g. trainers, volunteers, contacts,
- **INTEGRATION WITH OTHER ALLIANCES** (e.g. newsletters, working groups, websites)
- **VOLUNTARY ASSISTANCE** (e.g. office space, advice)
- **EQUIPMENT AND MATERIALS** (e.g. computer, telephones, other information technology support)
- **FINANCIAL ASSISTANCE** (e.g. matching grants and sub grants)



## Organizational Issues

There are a variety of organizational issues that each alliance may consider at some stage. The main examples are decisions about registration, membership fees and membership agreements about internal affairs. These issues require discussion with members to carry out research on appropriate fees and a clear presentation of WRA's internal structures and decision-making processes. Information on both follows.

### Deciding Whether to Register the Alliance

Making the decision to register your Alliance as a legal body is an individualized Alliance decision. It is beneficial to make informed decision based on the advantages and disadvantages, the requirements of your country, and the duration of the process. Knowing this information can help you determine whether obtaining NGO status is a worthwhile endeavor for helping to sustain the alliance or whether it does not make a substantial difference to operate without registration..

Registration as a legal body usually entails:

- Applying for tax-exempt status
- Ensuring that your Alliance is in proper legal form to receive state, federal, corporate and foundation money

The membership of your Alliance will need to discuss registration. Do members prefer to register or not to register? Sometimes it may be necessary; for example in Burkina Faso, an organization must obtain legal status to be recognized and to collect donations. This is mandatory and non-negotiable. In other cases, registration may not be required by law and can be a detriment. For example, in India, NGOs cannot be members of another NGO; thus if

### Registered NGOs

- Burkina Faso
- Indonesia
- U.S. Global Secretariat

the WRA India registered, it would cease to be a membership Alliance. **Find out what the situation is in your country so you can weigh the facts about the pros and cons of registration in considerations with members.**

If you decide to register, make sure that the Alliance retains the identity, beliefs and philosophy of being an Alliance. It can be quite difficult to avoid being transformed into the registered NGO/non-profit agency after status is granted.

## Deciding Whether to Charge Membership Fees

One way to ensure that resources are available for a national alliance is to establish membership fees. Membership fees can be annual, semi-annual or monthly, depending on your budgeting needs. There is a delicate balance with asking for membership fees, though. On the one hand, asking members to commit funds can encourage them to stay dedicated as they have a financial incentive to their investment in the WRA. On the other hand, those who may be unwilling or unable to pay membership dues can make contributions in other ways. Membership fees, if instituted, should not be prohibitive, limiting participation or growth of the movement.

WRA/Burkina Faso instituted memberships for individual, supporting members and a reduced fee from those who need a discounted rate. Here are a few recommendations from The WRA Fundraising Guide that may help you make a decision about membership fees.

- Think about the advantages and disadvantages of adopting a membership fee for your Alliance, such as:
  - Funds for the Alliance
  - Investment and demonstrated commitment members
  - Shared identity
  - Measurable and quantifiable contribution
- Weigh the disadvantages of adopting a membership fee for your Alliance, such as:
  - Marginalizes some who cannot pay
  - Discourages some from involvement
  - Accounting burden for relatively small amount of money
  - Difficulties in accepting the funds if not a registered NGO
- Have a plan for the **members who are not able to pay**. For example, decide on a sliding scale of reduced fees, or different levels of memberships, such as:
  - **INDIVIDUAL:** For \$15 per year, members receive a white ribbon and the newsletter
  - **BUSINESS:** For \$30, they receive a ribbon, newsletter, and a framed certificate of gratitude for their support
  - **SPONSOR:** For \$100, they receive all of the above plus advertising at WRA events

### WRA Burkina Faso Membership

#### Individual members:

- 2,000 CFA (\$3.70 USD) to join
- 5,000 CFA (\$9.20 USD) for annual dues

#### Supporting members:

- 5,000 CFA (\$9.20 USD) to join,
- 10,000 CFA (\$18.40 USD) for annual dues

## Statutes of WRA Constitutions

### I. GOAL AND OBJECTIVES

### II. METHODS OF INTERVENTION

### III. MEMBERSHIP CONSIDERATIONS

- REGISTRATION

- FEES

- LEVELS OF INVOLVEMENT

- DISCIPLINARY SANCTIONS

- WITHDRAWAL

### IV. OPERATING SYSTEMS

### IV POWERS/DUTIES OF MEMBERS OF THE DECISION-MAKING BODY

### VI. SPECIAL COMMITTEES

### VII. RESOURCES

- Discuss the idea of membership fees and gauge whether there is support or opposition to the requirement. Share information about provisions that can be made for those members who cannot or will not pay?

*Most national alliances do not have membership fees. Instead, members make contributions in different ways for specific activities. These contributions can be monetary but are also individuals volunteering their time, sharing their talents, and/or providing a service. Members also raise money directly by selling goods, WRA ribbons and other materials. As you can see, there are multiple ways to leverage resources that go beyond membership fees. Discuss these options and remember that assistance comes in different forms.*

## Developing a Constitution or Operational Guidelines

The core group, a special committee, or appointed members may want to consider discussing the need for a **constitution** or a set of operational guidelines for your Alliance. It is likely that some components of national constitutions will be derived from the global WRA principles and bi-laws. Other components can be developed based on individual organizational structures, membership criterion, and operating systems, to name a few issues.

*A constitution is a system of laws and principles that prescribes the nature, functions, and limits of the Alliance governance structure and membership.*

The above statute is an example of content for a national alliance constitution. This outline has been taken from the constitution developed by WRA/Burkina Faso. Each WRA will need to determine whether or not a constitution is useful. In the case of Burkina Faso, the national alliance is a registered NGO so there is a requirement to have official documentation about WRA/Burkina Faso and mechanisms for internal regulation, operations and program management. Contact the Global Secretariat or WRA/Burkina Faso to obtain a copy of the constitution.

In similar cases where an alliance is registered, a constitution can help to outline the terms of registration as well as the terms of independence and autonomy within such areas as WRA priorities and activities. For more information about registration, contact the national alliances that have undertaken the process in their countries (Burkina Faso, Indonesia, and the U.S. Global Secretariat). To see the full constitution, contact the National Coordinator of WRA/Burkina Faso who can share the document.

Different from a constitution, **guidelines** are short in length.

*Guidelines are statements which indicate the different policies or procedures which your Alliance uses to determine a course of action.*

Developing guidelines which serve the Alliance as a functional organization and those that will serve the Alliance as an organic movement, takes time and energy. Yet guidelines can help guide member behavior and can be used as a standard or best practice for the partnership and can be monitored and evaluated periodically.

Remember to make use of the principles from the Global Alliance. These can be adapted to inform members about acceptable and effective WRA conduct and experiences.

## Holding Effective Meetings

Another important element of successful alliances is the use and function of effective meetings. It is important for the national coordinator and other members to run effective, interesting and productive meeting. In the initiation stage of the Alliance frequent core group meetings, tend to occur, particularly in the beginning. As membership increases in forums for working expand (e.g. electronic correspondence or e-groups, working groups, and/or telephone communications), the frequency of meetings will need to be set that corresponds with the structure and functions of the membership. Larger membership meetings such as annual general meetings (where all members attend) and strategic planning meetings are necessary annually; however, to be effective they like all other meetings require advanced planning, preparation and notification. Here are some recommendations to consider which can help members conduct high-quality meetings:

Before the meeting:

- Determine the purpose and type
- Establish objectives
- Identify potential dates and agree upon a date and time that can accommodate the majority of members
- Develop and circulate an agenda

During the meeting:

- Establish a schedule, follow an agenda, begin and end on time
- Recognize new issues as they arise and agree on how to deal with them
- Encourage participation of all members but intervene when discussions go off point or are redundant

After the meeting:

- Prepare and distribute minutes or a meeting summary
- Act on or implement the decisions of the meeting
- Attend to follow-up actions and be prepared to remind members “who is expected to do what”

## Frequency of Meetings

A few issues to remember when deciding the number of meetings your Alliance should have on a consistent basis are:

- Frequent meetings can be beneficial: provide more opportunities for members to get to know each other, keep abreast of happenings, provide updates on progress and learn more about each other
- Frequent meetings can be counterproductive: lead to participation fatigue, limit members’ time to carry out work (as opposed to talking about

## A Few Reminders about Meetings

**Annual General Meetings:** AGMs are needed for all members to meet at least once a year. Progress updates and opportunities for networking are of tremendous value to keep members informed and engaged.

**Working Group Meetings:** Working groups may come together more frequently depending on the current task or priority. Members of these groups or committees can find different forums for meetings: face-to-face, email, and or by phone.

### **Strategic Planning Meetings:**

Bringing stakeholders together is important for planning activities and assessing the progress of implementation. These strategic planning meeting may be needed once every two years or annually depending on the outcomes of safe motherhood activities and the needs of the changing environment in which the Alliance works.

### **Other Meetings:**

Conferences, trainings, and other technical/ programmatic meetings are purposeful for the WRA to keep abreast of effective strategies and interventions in maternal and newborn health. These should be considered depending on the priority areas, resources and interests.

work), be resource intensive (bringing together people takes time, space, and other resources).

- Meetings can occur in different forums: by phone (teleconference or phone chains), email (e-groups or list serve exchanges), or face-face meetings.

The Alliance will need to set a time, date, and an agenda for regular meetings. Having meetings too often may lead to poor attendance or disinterest in coming together. Having them sporadically or on an impromptu basis may pose problems. Each national alliance should determine the frequency of meetings. This requires getting buy-in from members about how much time they can devote to meetings on a regular basis.



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## CONTINUITY AND SUSTAINABILITY

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This section explores the meanings of sustainability for the Alliance and ways to attain a vibrant and sustainable WRA. Discussions of key elements of sustainability in addition to strategies for different components of a sustainable alliance such as considerations of registration; maintaining involvement of members from multiple sectors; securing financial support and empowering communities and local stakeholders to own and lead safe motherhood initiatives — is included to assist members in ensuring a long-standing future of the safe motherhood movement and Alliances.

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### What is Sustainability in the Context of WRAs?

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Sustainability has different meanings such as:

1. To keep in existence or maintain the Alliance.
2. To supply the Alliance with necessities or resources for safe motherhood goals to be attainable, achievable and realized.
3. To support from below through inclusiveness of communities and those most affected in addition to other local actors in the country.
4. To support the spirits, vitality, or resolution of the Alliance leadership, members, activities and identity.
5. To experience fully such as democratic processes, learning and information-sharing as well as an understanding and appreciation of what works.
6. To affirm the validity and effectiveness of the Alliance through “checking its pulse”, relevance and impact.
7. To keep up (the assumed role, levels of excitement and activity, or mission for example) competently and evolve with the changing environment and changing time.

Sustainability then, means durability or whether the Alliance can last for a long time, whether the strategic plan, priority activities and member contributions can be continued at the same pace, intensity or level of activity without harming its efficiency and the people affected by it. Lastly, imbedded in

the understanding of sustainability in the context of Alliance is “handing over the stick” to communities themselves or the continuation of activities and benefits after the life of the Alliance.

The oldest national alliances — the Global Secretariat (1999); WRA India (1999); and WRA Indonesia (1999), each had to employ different strategies to keep the alliance alive, flourishing and effective since the time of inception. And yet all Alliances face similar and new challenges in their unique country contexts, so a single unified approach to sustainability does not exist. Instead, the accumulation of experiences offers multiple recommendations on how to sustain the WRA which will continue to unfold.

## Key Elements of Sustainability

The founding members, core group and members at-large from all sectors, need to pay attention to “process” elements right from the beginning and throughout the life of the WRA. Although these issues have been discussed throughout this guide, they are worthy of mention with respect to sustaining the national and global alliances.

The four key elements of sustainability adapted from the *Tips and Tools Series: Collaborative Alliances (CGIAR 2000)* include:

- **ATTENTION TO PROCESS:** This element calls for developing and reaching agreement on guidelines that help the Alliance deal with such factors as; decision making, strategic planning; communication among members; conflict resolution; power differentials, and feedback mechanisms (giving and receiving). Each alliance should devote attention to neutral processes that ensure buy-in, ownership and involvement among members. This is required for day to day and long-term sustainability.
- **COMMUNICATION LINKAGES:** This element focuses on how information is exchanged such as the content, frequency, and coordination of details, and with whom it is shared. Members should keep each other informed about work, contacts, problems, accomplishments and progress. Sharing of resources, tools, and approaches across alliances can strengthen the capacity of each alliance to continue efforts and fuel the global movement for safe motherhood. Communication linkages need to be established through inter-alliance exchanges by phone, email, newsletters, and other forums. Working in overlapping regions and networks such as by geographical locale, priority areas or parallel interests/problems helps build these linkages. Remember that too little information can be just as detrimental as giving too much information or providing information too often.
- **EXPLICIT DECISION-MAKING PROCESS:** A decision-making process that is democratic, open and fair must also allow for active participation and consensus building. Real or perceived power imbalances or misconduct can aggravate conflict and threaten the unity, viability, and sustainability of the Alliance. Developing inclusive and transparent decision making practices from the beginning can help keep the alliance in tact and maintain levels of activity by members and ownership over time.

### Key elements of sustainability

- Attention to process
- Communication linkages
- Explicit decision-making process
- Trust, respect and commitment
- Credit and recognition

- **TRUST, RESPECT AND COMMITMENT:** Although engendering trust, respect and commitment takes time, Alliance members need to deliver on promises and commitments made. They must also agree to compromise or make organizational sacrifices of self-interest so that the needs of the Alliance come first and are met.
- **CREDIT AND RECOGNITION:** In order to help sustain motivation and achieve quality results, members need to be acknowledged and rewarded for their successful efforts. Sustaining an alliance requires sharing in successes and encouraging members to continue or increase the level of involvement and intensity.

## Common Sustainability Issues

Although the key elements contribute to the maintenance and functioning of the alliance, challenges with sustainability abound. Let us explore the three common sustainability issues identified and suggested recommendations by WRAs:

- **Sustaining the running of the alliance and the secretariat**
- **Sustaining the interest and involvement of your membership**
- **Sustaining the visibility, image and reputation of the alliance**

The following tips for each issue helps to maintain a long-standing Alliance with consideration of ways to address each.

### 1. Sustaining the running of the alliance and the secretariat

Activities that can be undertaken to ensure the sustainability of the Alliance

## Case study – Bangladesh: Sustainability Issues confronting a new alliance

*The Bangladesh WRA has been **recruiting new members through multiple channels:** email; phone calls; meetings with potential members such as individuals and heads of organizations; networking and interactions at workshops, meetings, seminars and various events; and word-of mouth by encouraging members to recruit new members. However, the alliance faces a unique challenge of sustaining representation and collaborative within member organizations. For example, the members actively involved are on-board but are reluctant to nominate a stand-by when unable to participate themselves. The alliance has identified various ways to overcome this challenge which include effective two-way communication, allocation of roles and responsibilities, decisions based on consensus and broad based membership.*

*The alliance is juggling various **competing priorities to ensure financial sustainability** which include looking for ways to generate resources for sustaining the alliance while balancing the time and energies devoted to creating visibility and fundraising for operations. The strategies adopted by the WRA Bangladesh to overcome these challenges include aggressive donor visits, securing commitment of the government officials, development of a concept paper based on the strategic plan that can be used as the foundation for a funding proposal; documenting process and lessons learnt. Since registering as a non profit was not accepted by membership, the national alliance is currently developing a mechanism for receiving money.*

*To sustain visibility, the alliance is **focusing on image building through events, workshops, advocacy campaigns, fundraisers etc.** The strategic events will assist the alliance in obtaining popular support and possibly leveraging resources and endorsements from celebrities to champion the safe motherhood initiative. Lastly, the alliance promotes the logo where ever possible in ribbons, saris and other materials. It plans to approach a pharmaceutical company and request that the white ribbon logo be incorporated on select contraceptive products.*

vary depending on the types of resources needed and the systems in place to allow for each Alliance to obtain them in an efficient manner. The most pressing need expressed by members of the WRA is financial support and long-term funding. Related recommendations for securing funding include:

- Identification of issues of sustainability in the Strategic Action Plan prepared in the early stages of the Alliance.
- Aggressive persuasion of donor organizations for securing funding for the alliance should be employed.
- Preparation of concept papers and budget based on the priority actions
- Present concept papers to donors and check interest. If interest is shown, translate the concept paper to full proposals
- Organize fundraisers if the mechanism of accepting money in the country is in place
- Documentation of WRA events, impacts and achievements

## 2. Sustaining the interest and involvement of your membership

Finding ways to keep members interested and expand the WRA membership is the responsibility of every member, not just the WRA leadership. A few things to consider helping maintain and accelerate the momentum of the growth of the alliance and member contributions is to:

- Seek the official recognition of WRA at the national level, in a specific community or by local influentials can maintain involvement and spark interest among members
- Implement new, small-scale and large-scale advocacy efforts that bring people together and are targeted and effective in drawing attention to the situation of maternal and newborn mortality and morbidity
- Rotate leadership and create a space for 'new blood' who can fuel a wave of interest from membership, especially where new ideas and safe motherhood champions emerge
- Conduct periodic meetings, discussion groups, working groups led by individual or group initiatives
- Engage in information sharing by members using schemes such as database, e-groups, newsletters and other channels of communication

The **Burkina Faso Case Study** provides information on one set of WRA experiences of sustaining the Alliance and interest and involvement of membership.

## 3. Sustaining the visibility, image and reputation of the alliance

Every alliance must demonstrate results, showcase impact and celebrate big and small wins. These help to raise the visibility, image and reputation of the alliance as does these activities:

### Case study - Burkina Faso: Sustaining an alliance

*In a developing country like Burkina Faso, sustainability of an alliance is a difficult task. Currently the Burkina Faso WRA has as its members national and local NGOs, Government offices, national and local associations, professional organizations, individuals and the various district alliances. The members communicate with each other through oral communication, telephones, emails, and print media. The BFA WRA sustains itself financially through annual members' contributions, donations, cost sharing and community and voluntary contributions. The annual membership fee to the alliance is quite low (around \$16 for organizations and lesser for individuals) which is shared by the district (74%) and the national alliance (26%).*

*In terms of sustaining interest and involvement of members, the official recognition of WRA at the national level gave huge confidence to members as well as the recognition of members by Presidential decree. The national alliance also instituted a formal adherence with a statute that regulates the WRA functions. It organizes regular meetings to share information amongst members and is involved in undertaking advocacy for issues related to maternal and infantile mortality. These different actions have led to increased members' interest, involvement, and retention. Lastly, the alliance accepted honorary members such as funding agencies and UN bodies who regularly participate in its activities and supporting members of the alliance.*

- Organize a press meeting to introduce the WRA to the national or regional meeting and approach media contacts for coverage of other events
- Work with the media to highlight different achievements and successes, will help raise awareness
- Document successes through newsletters, press events, reports
- Data is powerful -show results through charts, trend lines
- Wear the white ribbon and have local artisans create a country-specific brand

The **Bangladesh Case Study** describes a new alliance's experience of sustaining its visibility, image and reputation during the first years of existence.

## FUNDING

As introduced in the Strategic Planning section on developing a fundraising plan (see page 25), the Global White Ribbon Alliance developed a separate WRA Fundraising Guide which provides in-depth information on resources for securing financial support: how to create a fundraising plan, leverage resources, and obtain different sources of funding. The Table of Contents of this resource has been included in Annex 9, to acquaint you with its content for your use.

### Considerations for Securing Financial Support

A good rule of thumb for all alliances is to seek diversified funding from the start (government, private foundations, local businesses, and in-kind donations).

Members are themselves a wealth of ideas and can help identify untapped resources.

- Have a fundraising plan as part of the strategic plan. Outline the specific needs and activities and have members volunteer to raise funds for the areas of their choice.

#### Example:

WRA-India developed a plan that lays out the members or partners responsible for each item. These relationships were established at different stages of the Alliance but sustained over time which helped establish rapport among donors and for multiple forms of support to be provided by some of the same funding agencies.

- Secretariat: three international donors
- International Conference: 18 sponsors
- Best Practices Field Guide: 1 private sector partner (a bank) and two international donors
- Events: Local resources such as members and banks
- Media Kit: 1 United Nations organization

Despite variable (and often limited) resources in developing countries, alliances should not be dependant on donors. National alliances can try to sustain themselves financially to some extent. A few alliances have local initiatives that help cover costs of activities and facilitate a level of ownership among members within a national alliance; some of which include:

- Annual contribution of members
- Donations from partners
- Activites cost sharing
- Community contribution
- Voluntary contribution to some expenditures

Where funding is identified and secured, national alliances must also have viable means of accessing and/or receiving money. Where funding is scarce and fundraising activities are a priority, a plan is needed to utilize a number of approaches and build relationships with a diverse range of donors over time. These issues of funding mechanisms and fundraising are explored to explain effective pathways for receiving funds and mobilizing financial resources.

## Funding Mechanisms

Three primary options to use for funding mechanisms exist which are discussed below: 1) through the global secretariat, 2) the institutional home, and/or 3) through non-profit status as an independent organization.

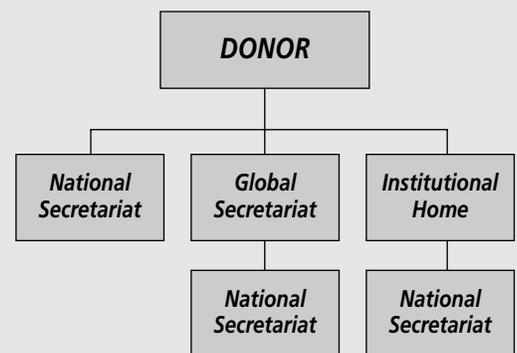
### Through the Global Secretariat in Washington DC

The Global Secretariat in Washington DC is a 501 (c) (3), and is thus eligible to receive funds on your behalf. This is a U.S.-based code for tax status purposes. Since national alliances (nonprofit or not) do not have this classification, you might not be able to receive direct funding from US-based donors. However, for instance, if you see that a large international donor is funding maternal mortality reduction strategies for 501 (c)(3)s, but your institutional home is with the Ethiopian Nurse-Midwives Association that is not a 501(c)(3), don't worry! The Global Secretariat can work with your Alliance on a proposal or other funding sources and serve as the 'official' organization applying. When financial support is provided, the money flows from the donor— to the Global Secretariat— to your Alliance. Options for funding include:

### Through Your Institutional Home

Another option is to use the status and experience of your institutional home to your advantage. Your Alliance may be small compared to your institutional home, but working with them to secure fund (e.g. links for donations on their website, joints proposals, or channeling of funds) will benefit you both.

**Flowchart of Funding Pathways**



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*“Long-lasting alliances keep on acting — visibly, energetically, and effectively. An alliance which can find ways of nourishing its own inner spirit will have a much greater chance of continued success.”*

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— Aparajita Gogoi

For example, if you find out that the Gates Foundation has money available to 501 (3)(c) groups that are working on reducing maternal mortality in India, you could work with your institutional home, CEDPA, to get funding for your upcoming international conference. When you hold the conference, CEDPA staff can participate and lead a session or two: everyone benefits. Indeed, India did just this in 2001 with the WRA International Conference, resulting in notable successes. Regardless of whether your institutional home is nationally or internationally-based, you have opportunities through their networks to receive funding.

### **Through Your Status as an Independent Non-Profit Organization**

Currently there are two National Secretariats that are registered NGOs: the Indonesia Secretariat (APPI) and Burkina Faso as well as the U.S. Global Secretariat. Their independence means that they can receive funding directly from those donors who place restrictions on funding based on status. If you are interested, check with your local governments for details on independent status.

For your Alliance, utilize whichever pathways are most available and sustainable, and reach out to other organizations to partner and share resources. As mentioned the WRA Fundraising Guide includes further discussion of these funding pathways

### **Tips to Ensure Sustainability: Things to Watch Out for**

Some ways of ensuring all types of sustainability include:

- Being flexible and adaptive to changing environments and changing times
- Letting mission and goals evolve over time
- Including key community stakeholders, leaders, partner organizations, and a wide variety of community members
- Moving forward when membership is changing, whether new people join and/or while others drop out

As WRAs plan and implement ways to maintain and continue safe motherhood initiatives, they use the Alliance as a platform and catalyst for action. The most challenging sustainability strategy is to place empowerment and community development at the forefront of all alliance activities. This should be an overall vision where communities lead change, engineer efforts and own the safe motherhood initiatives.

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## CHALLENGES AND OPPORTUNITIES

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Increasingly, donors and governments are recognizing the cost-effectiveness and efficiency of Alliances. Nonetheless, building, maintaining, and sustaining White Ribbon Alliances remains a challenge. Several key lessons have been learned:

- Alliances need to evolve at a pace that builds trust and cohesion.
- Successful alliances balance effective decision-making with broad participation.
- Alliances are most effective when they have a fully funded Secretariat.

The future for the WRA is full of both challenges and opportunities. At the organizational level, alliances operate with changing resources: human, financial, institutional and technological. The capacity to carry out its work and realize its overall mission rests upon not only these resources but also dynamic leadership, problem-solving capability, and consensus building. Being able to sustain actions with multi-sectoral champions/members and ownership of safe motherhood activities requires strategic planning and collective action which often means joint decision-making and implementation at different levels. Each effort calls for close collaboration, cooperation and consensus to think nationally but act locally.

It is always a tricky balance for the WRAs to maintain the day to day workload plus plan strategically and innovatively for the future, but we believe the WRA is up to the challenge! WRAs continue to take risks based on experiences of “what works” and to engage stakeholders in identifying the needless and often preventable deaths of women and newborn. The success and emergence of different national alliances has the potential to curb the high maternal and newborn mortality and morbidity rates in the developing world and to address the needs of all women globally.

We must also continue to ask important questions, to ensure that the Alliance is focused and effective<sup>6</sup>:

- Do we have a focused goal and scope?
- Are we adding value as an Alliance?
- Do we have an appropriate structural model?
- Do we have a transparent governance and decision-making process?
- Do we have active and accountable leadership?

As the WRA moves forward, it is not only seeking to grow, but to strengthen existing Alliances, build the capacity of members, share lessons learned, and unite those working to make pregnancy and childbirth safe for all. Future directions include:

- Increasing regional exchange and regional joint action

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<sup>6</sup> Bill and Melinda Gates Foundation. *Developing Successful Global Health Alliances*. 2001.

- Increasing country level technical knowledge
- Increasing international awareness and action
- Increasing linkages with other groups, confederations, and networks
- Strengthening the capacity of National Alliances for increased sustainability and impact
- Documenting results, alliance building strategies, and lessons learned

What lies ahead for the White Ribbon Alliance for Safe Motherhood is a continual process of change, learning, and experience. As WRAs continue to raise awareness about maternal and newborn health and bring stakeholders together to identify problems and undertake solutions, best and promising practices and will continue to unfold. Lessons learned will be shared and members will find new ways to keep the safe motherhood movement alive. Ultimately, the measure of success down the road is marked by better health outcomes that provide a good quality of life for women and their families. In this vein, we each are working toward a world where the need for a White Ribbon Alliance for Safe Motherhood will no longer exist.

In the meantime, we have much work to do! We invite you to join the White Ribbon Alliance for Safe Motherhood and work with us to achieve our vision!



## Annex 2. List of Existing White Ribbon Alliances

<b>WHITE RIBBON ALLIANCE</b>	<b>YEAR OF INCEPTION</b>
Dominican Republic	2005
Bangladesh	2005
South Africa	2004
Tanzania	2004
Malawi	2003
Ethiopia	2003
Zambia	2001
Burkina Faso	2000
Nigeria	2000
India	1999
Indonesia	1999
U.S.A. (Global Secretariat)	1999
<b>OTHER LIKE-MINDED WHITE RIBBON ALLIANCE BODIES</b>	
Bolivia (Safe Motherhood Council)	1995

## Annex 3.1. WRA Ethiopia National Membership Form

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### Join Forces with White Ribbon Alliance Ethiopia! ...To Build a Global Movement, One Ribbon at a Time

#### What is White Ribbon Alliance for Safe Motherhood & Newborn Health?

A global coalition of individuals and organizations promoting awareness of the need to make pregnancy and childbirth safe for all women and newborns in every corner of the world. Since its creation in Washington, D.C. 1999, can you believe that there are 73 member countries and 12 national secretariats dotting globe? In Ethiopia, WRA was launched in 2003 and we are very pleased to count 13 members of the core working group and over 125 individual and organizational members! We invite you to discover more about the international coalition at [www.whiteribbonalliance.org](http://www.whiteribbonalliance.org).

#### Why is the White Ribbon the symbol for the Alliance?

In some countries, white represents mourning, while in others it is the colour of hope and purity. *The ribbon is dedicated to the memory of all those women and children who have died needlessly in childbirth.* Daily in Ethiopia, over 71 women die because of pregnancy-related difficulties. This means that annually, more than 25 000 Ethiopian women die needlessly for the same reasons. This number is the second highest in the world, after India.

- Benefits of becoming a **FREE** member of White Ribbon Alliance (WRA) include:
- Invitations to launchings, functions and other events;
- Opportunity to participate in joint initiatives across Ethiopia;
- Opportunity to actively contribute to the reduction of maternal mortality;
- Receipt of regularly disseminated information via e-mail and/or post;
- Access to WRA Ethiopia 'Members Database', library and other resources; and,
- Tangible link to the fast-growing network of WRA offices around the world.

You have the exciting opportunity to join WRA as an individual or organizational member. Individual membership sees you participating on a personal level, whereas professional membership sees both your organization and you pledging support to WRA.

I register as an individual member of the Alliance.

I sign on behalf of my organization to register my organization as member of the Alliance.

Please complete the form (on reverse side) and return it to our office via fax, post or e-mail. WRA will contact you following receipt of your completed form.

more →

## Annex 3.1 (Continued)

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In signing this form, you agree to have your name added to WRA Ethiopia's 'Members Database'. You also commit to:

- **WEARING THE WHITE RIBBON** and explaining it's meaning when asked;
- **ENDORISING** and promoting WRAs partnerships' and work; and,
- **TAKING ACTION** in Ethiopia to make maternal and newborn health priority issues for governments and national and international organizations.

Name: \_\_\_\_\_

Profession: \_\_\_\_\_

Home Mailing Address: \_\_\_\_\_

Mobile and Land Telephone: \_\_\_\_\_

E-mail: \_\_\_\_\_

Organization: \_\_\_\_\_

Business Mailing Address: \_\_\_\_\_

Work Telephone: \_\_\_\_\_

Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_

How did you hear of White Ribbon Alliance? \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**QUESTIONS?** Please contact us at the numbers listed below!

Civic and Mailing addresses:

White Ribbon Alliance for Safe Motherhood & Newborn Health

c/o POLICY Project - Ethiopia

PO Box 13856

Haile Gebre Selassie Rd., Behind Axum Hotel, House No. 896

Woreda 16, Kebele 08, Addis Ababa

Tel. 632852 Fax 632850

wraethiopia@whiteribbonalliance.org

## Annex 3.2. WRA Bangladesh National Membership Form



### **The White Ribbon Alliance for Safe Motherhood** **JOIN THE WRA,B!**

#### **What is the White Ribbon Alliance for Safe Motherhood?**

The White Ribbon Alliance for Safe Motherhood, Bangladesh, is a coalition of government, individuals and organizations formed to promote increased public awareness of the need to make pregnancy and childbirth safe for all women. Members of the Alliance, guided by the aspiration of Bangladesh National Maternal Health Strategy document works at grassroots and community level to ignite a movement for Safe Motherhood as well as build collaboration within members and other networks in the field of maternal nutrition, family planning, access to maternity services and newborn care that will reduce maternal and newborn deaths.

**To become a member of the White Ribbon Alliance for Safe Motherhood, complete the information below and return to the Bangladesh Secretariat via fax, post or by hand.**

#### **Membership Type**

- |  |  |  |                                       |  |
|--|--|--|---------------------------------------|--|
| <input type="checkbox"/> Individual          | <input type="checkbox"/> Donor Agency        | <input type="checkbox"/> Commercial/Private            | <input type="checkbox"/> Organization | <input type="checkbox"/> Educational Institution |
| <input type="checkbox"/> Corporate/Industry  | <input type="checkbox"/> Government Agency   | <input type="checkbox"/> International NGO             | <input type="checkbox"/> NGO          | <input type="checkbox"/> Clubs/Community         |
| <input type="checkbox"/> Based Organizations | <input type="checkbox"/> Professional Bodies | <input type="checkbox"/> Others (Please Specify) _____ |                                       |  |

Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_

Date Submitted: \_\_\_\_\_

#### **Will contribute to the work of the Alliance in the following areas:**

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Working with the Media           | <input type="checkbox"/> Sharing best practices                           | <input type="checkbox"/> Materials (IEC) |
| <input type="checkbox"/> Staff/Human Resources            | <input type="checkbox"/> Research   | <input type="checkbox"/> Funds           |
| <input type="checkbox"/> Other, specify _____             | <input type="checkbox"/> Liaison with GOB, policy-makers, and celebrities |  |
| <input type="checkbox"/> Organizing workshops/conferences |   |  |

N.B. Once you have become a member of the WRA,B, please collect the personal or organizational profile form from the WRA,B secretariat and fill out the information for the secretariat database.

White Ribbon Alliance for Safe Motherhood, Bangladesh Secretariat  
C/O Concern Bangladesh, House 58, 1st Lane, Kalabagan, Dhaka-1205, Bangladesh  
Tel: 8112795-6, 8115972, 8121800  
Mobile: 0171-821895 (Concern), 0173049958 (WRA,B), Fax: 880-2-8113693  
Email: [wra.bd@cltech.net](mailto:wra.bd@cltech.net) Website: <http://www.whiteribbonalliance.org>

## Annex 3.3. WRA Tanzania National Membership Form

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### The White Ribbon Alliance for Safe Motherhood in Tanzania Join the WRATZ!

#### What is the White Ribbon Alliance for Safe Motherhood?

The White Ribbon Alliance for Safe Motherhood is an international coalition of individuals and organizations formed to promote increased public awareness of the need to make pregnancy and childbirth safe for all women. Members of the alliance take action in their own countries to make this issue a priority for their government and other international organizations.

The White Ribbon Alliance for Safe Motherhood in Tanzania (WRATZ) was launched by the First Lady, Her Excellency Anna Mkapa in March 2004. The National Secretariat is housed at JHPIEGO, 151 Migombani Street, Regent Estate, Mikocheni A, Dar es Salaam

#### How to Become a Member

**To become a member of the White Ribbon Alliance for Safe Motherhood, complete the information below and return to the Tanzania Secretariat via email, fax or post.**

1. Please check below if you are representing your organization, or wish to sign up as an individual:

My organization would like to become a member of the WRA

I as an individual would like to become a member of the WRA

2. **CONTACT INFORMATION:** *(Please Print Legibly or Type)*

Name: \_\_\_\_\_

Organization (if applicable): \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

3. Information on your organization: *For organizational members only:*

***Please state which geographic areas of Tanzania your organization works in***

***Please briefly describe the types of programs or activities you conduct, or attach a brochure or other informational document about your work***

4. Date Form Submitted: \_\_\_\_\_

Return to: White Ribbon Alliance Coordinator c/o CARE Tanzania  
Box 9170 Dar es Salaam or Plot 151 Migombani Regent Estate Mikocheni A.  
Phone: 022 2771346/48 Fax: 022 277 1341 Email: wra\_tz@yahoo.com

## Annex 4.1 Sample Workshop Evaluation

### White Ribbon Alliance Capacity Building Workshop

Agra, India

December 5-9, 2005

1. Do you feel this workshop met its objectives?.

**Strongly Disagree**

1

2

3

4

**Strongly Agree**

5

2. Did you experience any “new learning” in this workshop?

**Strongly Disagree**

1

2

3

4

**Strongly Agree**

5

3. Did the workshop design/process contribute to or detract from achieving the Workshops’ objective?  
4. Did the workshop open new lines of communication or strengthen communications amongst the Alliance? Did you benefit from the shared experiences of other National Alliances?  
5. Did the workshop equip you with new or more concrete ideas for your National Alliance in regards to:

a. Social Mobilization

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b. Advocacy

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c. Resource Leveraging

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d. Communications/Media

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6. Did the workshop provide an adequate balance between capacity building, technical, open and structured sessions?  
7. What topics would you like to see discussed further?  
8. What was the most beneficial or useful part of the workshop?  
9. What was the least beneficial or useful part?  
10. Additional Comments

more →

# Annex 4.2 WRA Monitoring and Tracking Sheet

## WRA National Secretariat Report

For National Secretariats to complete and turn in to the WRA Global Secretariat

Country of National Secretariat \_\_\_\_\_

**REPORTING PERIOD**

- January to June \_\_\_\_\_ (year)
- July to December \_\_\_\_\_ (year)

### 1. Membership

#### Number of Members

Write the number of groups or individuals who were members at the beginning of this reporting period.	1)
Write the number of members who joined since the beginning of this reporting period.	2)
<b>Add the numbers in boxes 1 and 2.</b>	<b>3)</b>
Write the number of members who dropped out during this reporting period.	4)
<b>Subtract box 4 from box 3. This is the TOTAL MEMBERS.</b>	<b>5)</b>

#### Members who submitted Local Tracking Tools this reporting period

In the space below, please list the names of the member organizations that submitted their Local Tracking Tool to you for this reporting period.

\_\_\_\_\_  
\_\_\_\_\_  
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\_\_\_\_\_

#### Types of Members

In the table below, please note how many members (included in the total in box 5 on the previous page) fit into each category. *For a definition of the types of members, please see the instructions.*

more →

## Annex 4.2 (Continued)

<i>Type of member</i>	<i>Number</i>
<i>Country Secretariat</i>	
<i>State or province level</i>	
<i>WRA member</i>	
<i>District level WRA member</i>	
<i>Community or local level WRA member</i>	
<i>Unaffiliated Individuals</i>	
<i>UN Organizations</i>	
<i>International Organizations</i>	
<i>Donors</i>	
<i>Government Agencies or Organizations</i>	
<i>NGOs (National and Local)</i>	
<i>Academia</i>	
<i>Others* (specify on the spaces provided below)</i>	
<i>Others:</i> _____	

### 2. WRA Activities

One of the goals of the WRA is to act as a catalyst for action. In the table below, please record the number of activities that occurred, and the number of districts in which these activities were conducted. In boxes A, B and C below, record the sums from boxes (a), (b) and (c) from the Local Level Tracking Tools. Add in the number of activities organized by the National Secretariat that the members did not report on. Try not to count the same activity more than once if several members participated.

<i>Total number of activities</i>	A)
<i>Total number of persons attended/benefited</i>	B) males:                  females:
<i>Total number of districts in which activities were conducted</i>	C)

more →

## Annex 4.2 (Continued)

In the space below, please summarize the SAFE MOTHERHOOD activities in which the WRA National Secretariat or Alliance members actively participated during this reporting period. You do not need to list each activity one by one. Focus on a few select activities that were most *innovative* or *successful*.

*Selected highlight activities:*

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### 3. WRA Work with Government and Policy

One goal of collective action is to raise awareness among policy-makers and encourage them to enact policies that will improve the availability, quality and use of safe motherhood services. In the table below, please tell us the number of political supports your Alliance has received, and the number of policy changes to which you have contributed.

In boxes D and E, record the sums from boxes (d) and (e) from the Local Level Tracking Tools. Add in numbers from supports or policy changes at the national level if there are any that local members did not include.

<i>Total number of political supports received</i>	<i>D)</i>
<i>Total number of policy or rule changes</i>	<i>E)</i>

Please tell us about any important *changes* in policies related to safe motherhood that have resulted in the last six months from your Alliance's work (Secretariat and members) with different levels of government. Please note the level of the change (national, district, local and so forth).

*Results from government or policy work in the last 6 months*

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### 4. Financial resources obtained by WRA in the last six months

Please record ALL financial resources obtained to support the Alliance's strategic plan in the last six months, including donations and WRA fund-raising. Please estimate the price of non-monetary contributions or services donated if you would have had to pay for them.

more →

**Annex 4.2** *(Continued)*

Add up the sum from the amounts in box (f) on the Local Level Tracking Tools. Convert this sum from local currency into US dollars. Record the total funds raised or donated in US Dollars in box E below. Remember to add in any donations or funds raised by the National Secretariat itself.

<i>Total funds donated or raised</i>	<i>F)</i>
--------------------------------------	-----------

Write a summary of the kinds of goods and services donated to the Alliance Secretariat or members. You do not need to list every donation.

*Types of goods and services donated to WRA members*

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Record the major donors (governmental, international organizations, private companies, individuals) to your Alliance Secretariat or members:

*Most important donors to your Alliance*

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Record the types of fund-raising activities your Alliance Secretariat or members have engaged in:

*Types of fund-raising activities*

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# Annex 5.1. Memorandum of Understanding WRA Tanzania and Host Organization — JHPIEGO

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## WRATZ and JHPIEGO

### I. Introduction

As one of the founders and active White Ribbon Alliance for Safe Motherhood Core Committee member, JHPIEGO has agreed to house the White Ribbon Alliance for Safe Motherhood in Tanzania (WRATZ)

### II. Purpose:

*The purpose of this write-up is to draw a memorandum of understanding between JHPIEGO as a host and WRATZ the hosted.*

### III. Area of Agreement

#### A. Management and Governing Structure

1. JHPIEGO acknowledges that the WRATZ is an independent membership alliance in Tanzania.
2. The parties agree that the core committee will make policies and strategic planning decisions. The Coordinator agrees to keep JHPIEGO informed and agrees to alert JHPIEGO in writing of any major policy decision.

#### B. Financial Autonomy and Responsibilities

1. JHPIEGO will provide an office space for the WRATZ.
2. JHPIEGO will share support staff, such as secretary and cleaner with no payment.
3. JHPIEGO will cover the office electricity and water utility bill; however, negotiation around cost sharing may occur when WRATZ secures its own funding.
4. JHPIEGO will cover any cost related to WRATZ telephone, fax utility, direct postage and transport.
5. The parties agree that the WRATZ core committee and Coordinator shall determine how funds are to be utilized by WRATZ, provided that such use is consistent with the terms of any grant agreement and otherwise consistent with the provisions in this document. WRATZ and JHPIEGO shall maintain an open and transparent dialogue with each other regarding WRATZ financial reporting and compliance issues.

#### C. Fundraising Activities

1. WRATZ is responsible for raising funds to finance its own programs and activities.
2. JHPIEGO will seek opportunities for funding for WRATZ when appropriate.
3. WRATZ will maintain an open and transparent dialogue with JHPIEGO regarding WRATZ fundraising activities and proposal submissions

#### D. Ownership and Attribution

1. WRATZ will ensure the respectful acknowledgement of all credits and contributions by JHPIEGO when projects, activities or materials are implemented or prepared by JHPIEGO.
2. All WRATZ generated material and proprietary information, including, but not limited to, work products, reports, documents and materials generated and developed by or for WRATZ shall belong entirely to WRATZ, unless otherwise agreed in writing.

more →

## Annex 5.1 (Continued)

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### VI. Duration

The agreement shall take effective on September 1, 2005 and will remain in effect with no time boundary. This agreement may be amended as needed and as agreed upon by both parties. Either party may terminate this MOU by notice in writing to the other party at least 60 days prior to the effective termination date.

### V. Office Equipment Transfer

*The following WRATZ equipment is transferred to JHPIEGO. These items remain the property of the WRATZ. If the WRATZ should relocate, the below equipment and materials will also be transferred.*

S. No	Items	Quantity	Model
1.	Color printer	1	HP DeskJet 5652
2.	Heavy duty stapler	1	
3.	Small Stapler	1	
4.	Heavy duty punch machine	1	
5.	Small punch machine	1	
6.	Small Calculator	1	
7.	Nokia Phone	1	

*JHPIEGO acknowledges receipt of these equipments by signing on the line provided below on the memorandum of understanding.*

### VI. Name, Contact and Address

Host Organization \_\_\_\_\_

WRA Tanzania \_\_\_\_\_

### VII. Signatories

Host Organization \_\_\_\_\_

WRA Tanzania \_\_\_\_\_

Host Organization/Headquarters \_\_\_\_\_

Global Secretariat \_\_\_\_\_

Witnesses (3) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Annex 5.2. Memorandum of Understanding WRA Bangladesh and Host Organization — Concern

---

Date: \_\_\_\_\_

### White Ribbon Alliance for Safe Motherhood Bangladesh and Concern Worldwide Bangladesh

#### A. Parties

1. White Ribbon Alliance Bangladesh (WRA,B)
2. Concern Worldwide Bangladesh (Concern)

#### B. Background

Every minute, every day, 365 days of the year, somewhere in the world, one woman dies due to complications from pregnancy and childbirth. This adds up to almost 600,000 deaths annually. Of these, 99 percent occur in developing countries. For every woman who dies, 30 develop life-long illnesses and injuries related to pregnancy and childbirth. In some developing countries that ratio is one in every three adult women. Worldwide, complications from pregnancy and childbirth are the leading causes of death among women of reproductive age.

The Maternal Mortality Rate in Bangladesh is estimated by Bangladesh Maternal Health Services and Maternal Mortality Survey 2001 to be 320 maternal deaths per 100,000 live births every year. This ratio, combined with the country's population size, places Bangladesh among the top ten countries contributing the largest numbers of maternal deaths in the world. In addition, reports on maternal mortality reveals a grim picture of health seeking behaviour that is not conducive to achieving future declines in the levels of maternal mortality. The number of women seeking antenatal care is around 50 percent, and fewer than 10 percent of women deliver with a skilled attendant.

#### C. White Ribbon Alliance Bangladesh (WRA, B)

The White Ribbon Alliance for Safe Motherhood was formed in May 1999 in the United States by several international organizations with a view to increasing awareness on the need for safe pregnancy and childbirth. The Alliance recognizes and builds on the work of the global Safe Motherhood Initiative (SMI) launched in 1987 at an international conference held in Nairobi, Kenya. The SMI draws attention to the dimensions and consequences of poor maternal health in developing countries, and helps mobilize action to address the high rates of death and disability caused by complications relating to pregnancy and childbirth. The Alliance hopes to make or keep this issue a priority of International Organisations and Governments.

The goals of White Ribbon Alliance is to,

- Raise awareness among citizens, international NGOs, national NGOs and governments of the need to ensure safe pregnancy and childbirth
- Build alliances through wide-ranging, inter sectoral partnerships with non-traditional groups (such as teachers and religious organizations), recognizing that a large and united effort is critical to effect change.
- Act as a catalyst for action to address the tragedy of maternal deaths and sustain current Safe Motherhood efforts.

more →

## Annex 5.2 (Continued)

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### **D. Concern**

Concern Worldwide, of which Concern Bangladesh forms a part, is a non-governmental, international, humanitarian organization dedicated to the reduction of suffering and working towards the ultimate elimination of extreme poverty in the world's poorest countries. Concern Bangladesh has been working with many of the poorest and most vulnerable groups in Bangladesh since 1972. Program interventions have evolved and expanded with the participation of non-government and government organizations, and Concern Bangladesh has continued to build on its experience to ensure the ongoing effectiveness of its programs in contributing towards poverty alleviation. Concern Health and Nutrition program is working to “support the development of sustainable primary health care systems and practices through government and community mechanisms”. Concern Bangladesh has created a technical support and training model to improve maternal and newborn health care services. Reproductive and child health is one of the three primary health care programming areas of Concern.

### **E. Objectives of the Parties**

To support raise a platform for governmental, non-governmental and private agencies and individuals concerned with the poor maternal health situation in Bangladesh and committed to work collectively to improve the maternal health situation through policy dialogues and changes, mobilizing resources and supporting ongoing and future initiatives towards safe motherhood.

To support institutionalize the White Ribbon Alliance for Safe Motherhood in Bangladesh.

### **F. Purpose:**

*The purpose of this write-up is to draw a memorandum of understanding between Concern Bangladesh as a host and the White Ribbon Alliance Bangladesh as the hosted.*

### **G. Area of Agreement**

#### Role of Concern Bangladesh

- i. Concern Bangladesh acknowledges that the White Ribbon Alliance, Bangladesh is an independent membership alliance in Bangladesh.
- ii. Concern Bangladesh will provide an office space for the WRA,B.
- iii. Concern Bangladesh will provide WRA,B with reasonable access to support staff, free of charge.
- iv. Concern Bangladesh will cover any cost related to WRA,B use of telephone, fax utility, direct postage, electricity and transport.

#### Role of White Ribbon Alliance, Bangladesh

- i. WRA,B is responsible for raising funds to finance its own programs and activities.
- ii. WRA,B will ensure the respectful acknowledgement of all credits and contributions by Concern Bangladesh when projects, activities or materials are implemented or prepared by Concern Bangladesh.
- iii. All WRA,B generated material and proprietary information, including, but not limited to, work products, reports, documents and materials generated and developed by or for WRA,B shall belong entirely to WRA,B, unless otherwise agreed in writing.

#### Joint Responsibility

- i. The parties agree that the WRA,B core committee (of which Concern is a member) will make policies and strategic planning decisions.

more →

## Annex 5.2 (Continued)

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- ii. The parties agree that the WRA,B core committee and Coordinator shall determine how funds are to be utilized by WRA,B, provided that such use is consistent with the terms of any grant agreement and otherwise consistent with the provisions in this document.
- iii. WRA,B and Concern Bangladesh (as fund manager) shall maintain an open and transparent dialogue with each other regarding WRA,B financial reporting and compliance issues.

### Fund Management Responsibilities

- i. Concern Bangladesh will serve as the Fund Manager for the White Ribbon Alliance, Bangladesh
- ii. All the financial policies in the Concern Bangladesh shall be applicable accordingly.
- iii. Funds raised by White Ribbon Alliance, Bangladesh will be accounted for under the Concern health programme and will be routed through Concern's banking channel.
- iv. All financial documents will be preserved by Concern Bangladesh's reporting system to the respective donor according to their requirement.
- v. The use of funds from the funding agreement that White Ribbon Alliance, Bangladesh has or will have with a donor, will be at the discretion of the WRA Coordinator, with approval from the core committee and in accordance with all financial policies.
- vi. Concern will ensure separate identifiable financial records for funds expenditure relating to the White Ribbon Alliance, Bangladesh activities.
- vii. Concern Bangladesh will seek opportunities for funding for WRA,B when appropriate.

## H. Duration

The agreement shall take effect on September 1, 2005 and will remain in effect with no time boundary. This agreement may be amended as needed and as agreed upon by both parties. Either party may terminate this MOU by notice in writing to the other party at least 60 days prior to the effective termination date.

## I. Office Equipment Transfer

*The attached list of WRA, B equipment is transferred to Concern Bangladesh. These items remain the property of the WRA, B. If the WRA, B should relocate, the attached list of equipment and materials will also be transferred.*

*Concern Bangladesh acknowledges receipt of these equipments by signing on the line provided below on the memorandum of understanding.*

## J. Name, Contact and Address

---

Kieron Crawley  
Country Director,  
Concern Bangladesh,  
58, 1st Lane, Kalabagan,  
Dhaka-1205, Bangladesh  
kieron.crawley@concern.net

---

Dr. Farhana Ahmad  
National Coordinator,  
White Ribbon Alliance,  
Bangladesh Secretariat,  
58, 1st Lane, Kalabagan  
Dhaka-1205, Bangladesh  
wra.bd@citech.net

## **Annex 6:1. WRA Bangladesh Job Advert**

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### **White Ribbon Alliance (WRA) for Safe Motherhood**

#### **Position: Coordinator for Bangladesh National White Ribbon Alliance Secretariat**

The newly-formed White Ribbon Alliance (WRA) for Safe Motherhood aims to make maternal health, pregnancy, childbirth and the postnatal period safe for all Bangladeshi women and children through a multi-disciplinary coalition of organizations and individuals. Our mandate is to raise awareness of the key issues contributing to maternal and newborn deaths, to strengthen alliances among Safe Motherhood and Women's Health stakeholders, and to act as a catalyst for urgent action, raising public awareness that leads to policy dialogue and improved program implementation.

The applicants should have the following expertise:

#### **SKILLS AND COMPETENCES**

- Medical degree, Nursing degree or Masters in any discipline preferred
- 5 years work experience in public health/communications or related background
- Safe motherhood knowledge/experience
- Excellent written and communications skills
- Fund raising skills
- Management and organizational skills
- Experience in facilitating, planning and running meetings
- Computer skills (Word, Excel, e-mail and internet)
- Good negotiating skills
- Ability to work independently
- Financial management and reporting

#### **DUTIES AND RESPONSIBILITIES**

- Lead the development and implementation of the WRA in Bangladesh
- Co-ordinate WRA meetings, activities, budget and meeting minutes
- Liase with the WRA in other countries including the WRA Secretariat in Washington and with the Bangladesh Core members
- Ensure that the vision, mission, objectives and strategies determined by the WRA membership are met
- Build up the WRA membership
- Represent the WRA and its principles in other forum
- Coordinate development of innovative IEC and advocacy materials and activities
- Coordinate a strong network with the media and public relations organizations
- Develop and maintain a database/website and links with global WRA
- Search literature to ensure evidence-based approaches on safe motherhood
- Ensure the Secretariat's financial viability through fund-raising and proposal writing
- Complete other activities as deemed appropriate by Core Group

more →

## **Annex 6.1** *(Continued)*

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The position will be based in Dhaka.

Salary Range: NEGOTIABLE

Please enclose names and details of 2 referees to be contacted prior to date of interviews.

Only shortlisted candidates will be contacted. Closing date is (Month, day, Year).

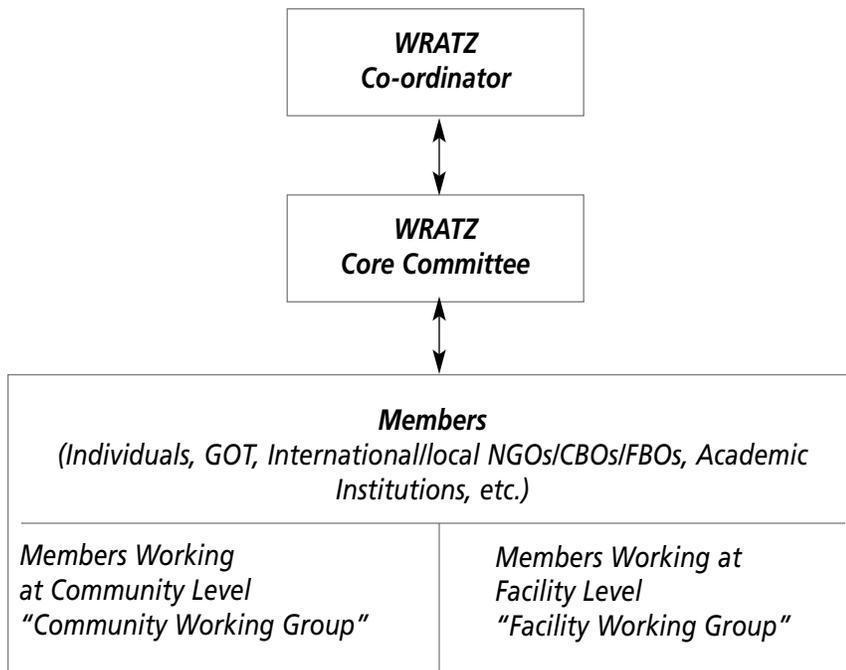
Send applications to:

The POLICY Project,  
4th Floor, RM Center  
101 Gulshan Avenue  
Dhaka 1212

Email: [apani@citech-bd.com](mailto:apani@citech-bd.com)

## Annex 6:2. WRA Tanzania Job Description

### Coordinator for White Ribbon Alliance in Tanzania



#### BASIC FUNCTION

To Coordinate the White Ribbon Alliance in Tanzania, supporting and facilitating the implementation of programs and actions for safe motherhood through WRATZ members and the Core Committee

#### MAJOR ACTIVITIES OF THE JOB

1. Provide leadership for the development and implementation of the alliance in Tanzania, working closely with and supporting the Core Committee
  - **Convene Core Committee meetings regularly (frequency to be determined by Committee); act as secretary to the meetings, and maintain regular communication**
  - **Facilitate active participation of Core Committee in determining directions and growth of WRATZ—e.g. the development of WRATZ annual plans as consistent with WRATZ vision/mission**
  - **Share and disseminate to Core Committee, information and lessons related to WRA experiences in other countries' to inform the functioning of WRATZ**
  - **Working with Core Committee, support the development of working groups for implementation of actions/tasks as agreed upon in the annual plan, following up to determine progress**
  - **Develop or facilitate development of funding proposals for financial support to WRATZ as needed**
2. Managing smooth running of finance and administration
  - **Develop and maintain administrative systems in line with donor requirements and as needed for smooth and effective functioning of WRATZ (e.g. membership database, filing, communication management), and host agency as relevant (i.e. CARE Tanzania).**

more →

## Annex 6.2 (Continued)

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- Facilitate monitoring and evaluation system, compiling data regularly and reporting quarterly on progress of WRATZ to donors and WRA Washington
- Monitor project expenditures on a monthly basis, providing quarterly updates to Core Committee, donors, WRA Washington and host agency as appropriate/relevant explaining any deviations from the plans
- Discuss any proposed budget revisions with Core Committee as need arises for discussion and approval prior to discussion with donors/WRA Washington
- **Identify needs for consultants for agreed upon activities and draft terms of reference in collaboration with the Core Committee; monitor performance and approve payments**

### 3. Maintain regular communication with WRATZ members

- Develop and update regularly, membership directory
- Ensure that all WRATZ members are routinely informed of the activities and proceedings of the Core Committee, and Alliance as a whole through quarterly newsletter
- Co-ordinate and oversee the collection of resource materials (international and national) of relevance to stakeholders working in the safe motherhood field
- Disseminate information on technical issues, resources, or other areas of relevance for WRATZ members on as-need basis
- Keep informed of key developments in the field that will be of value to members (e.g. changes in policies and protocols or the role of stakeholders in the Roadmap; new funding and partnership opportunities); and ensure that members are kept informed of key developments

### 4. Networking and representation

- Act as WRATZ' representative in external meetings and relevant forums
- Be the primary contact person for the media and general public, responding to enquiries about WRATZ
- Maintain regular communication with the WRA Secretariat in Washington
- Form links with key stakeholders, and continuously identify and recruit new members
- Co-ordinate and oversee the production of promotional and informational materials for WRATZ in co-operation with the Core Committee
- Facilitate development of (through task forces or other means) sector briefs and communication tools that build credibility and visibility of WRATZ with key stakeholders and donors (e.g. website, funds allowing)

# Annex 7. WRA Ethiopia Interview Guide

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## WRA Ethiopia Co-ordinator Interviews

Date: \_\_\_\_\_

Candidate's Name: \_\_\_\_\_

(Interview: 30-45 minutes)

### 1. Introduction of Candidate:

- Q: **Can you tell us a bit about yourself and your professional experience?**  
(One interviewer to check information against CV)

### 2. Ability to present themselves well (*manner/spoken English/communication skills*).

- Q: What is your perception of the WRA?  
Q: What important skills do you think the WRA Co-ordinator should possess?  
Q: What do you think the key responsibilities of this post include?

---

**Scoring this section:**

(worst)    1                    2                    3                    4                    5                    (best)

---

### 3. Knowledge of Maternal Health

- Q: Can you explain the term Safe Motherhood?  
Q: Do you know what the Maternal Mortality ratio is currently in Ethiopia?  
Q: What do you think are the barriers in Ethiopia influencing a woman's ability to a clean and safe delivery?  
Q: What strategies do you think might improve maternal and newborn health in Ethiopia?  
Q: Can you explain "Mother to child transmission" of HIV/AIDS?

---

**Scoring this section:**

(worst)    1                    2                    3                    4                    5                    (best)

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### 4. Communication & Health Promotion Skills

- Q: Have you ever been involved in health promotion activities? If yes, please describe. Name one advantage and one disadvantage to the methods you have used to change behavior.  
Q: Can you describe several ways to improve women's timely access to maternal health care?  
Q: What IEC materials do you think would be the most useful in Ethiopia and why?

---

**Scoring this section:**

(worst)    1                    2                    3                    4                    5                    (best)

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more →

## Annex 7 (Continued)

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### 5. Organizational & Networking Skills

- Q: How would you organize/ set up a WRA meeting or workshop (what steps would you take?)
- Q: Which groups or individuals would be important to include in a Safe Motherhood Alliance?
- Q: How would you “sell” the WRA to interested newcomers/ members?

---

**Scoring this section:**

(worst)    1                    2                    3                    4                    5                    (best)

---

### 6. Creative Thinking & Problem Solving

**Case Study 1:** The Nation reporter has come to you asking you to explain why the maternal mortality has risen so dramatically and is very angry and persistent. What would you do in this situation?

**Case Study 2:** You are facilitating a meeting with the WRA to try and ensure cost-effective IEC methods are developed. One member is dominant and insists on leaflets when most evidence shows they are not helpful in a country such as Ethiopia with low female literacy. How would you deal with this situation?

---

**Scoring this section:**

(worst)    1                    2                    3                    4                    5                    (best)

---

### 7. Computer Skills

- Q: What computer programmes are you comfortable using?
- Q: How familiar are you with EXCEL, making spreadsheets?
- Q: Have you used email, internet before?
- Q: Do you have any experience making graphs?

---

**Scoring this section:**

(worst)    1                    2                    3                    4                    5                    (best)

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### 8. Financial Skills

- Q: Have you had any financial responsibility in your last job? Can you describe this?
- Q: Have you had any experience writing proposals for funding? Is so please describe.
- Q: Have you had any experience working in a USAID funded project? Can you describe your role in the reporting requirements?

---

**Scoring this section:**

(worst)    1                    2                    3                    4                    5                    (best)

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### 9. General

- Q: How does your past experience, both personally and professionally help you in managing this busy position?

more →

## Annex 7 (Continued)

### Scoring this section:

(worst)      1                      2                      3                      4                      5                      (best)

**When can candidate take up the position** (eg. *How much notice must they give*)?

**Additional Comments:**

### References:

Excellent      Good              Fair              Poor              Unobtainable

**Total score =** \_\_\_\_\_

## White Ribbon Alliance Ethiopia: Co-ordinator Interview Process

1. The terms of reference for the co-ordinator's position were drawn up by the core group.
2. An advertisement was placed in three local papers (Month, Range of Dates) with an interviewing process to start on (Date).
3. A total of \_\_\_\_ applicants applied with a wide diversity of skills and experience as it was decided by the core group that Safe Motherhood knowledge or a midwifery background were not strictly necessary due to the technical knowledge of the core group members.
4. Candidates were short listed by (Name) and Theresa Shaver and a volunteer panel from the core group were invited to conduct the interviews.
5. The # panel members invited to participate in the interviews:
6. A ranking system was devised and all interviews took between \_\_\_\_ minutes (see table for final scores).
7. References were then taken up for the top two candidates.
8. The panel unanimously selected the following candidate: \_\_\_\_\_ for the post.

Name	Score								
	Q 1 & 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Total

## Annex 8. Tips for Building Consensus During a Meeting

---

If, after consideration, you believe that a decision needs to be made by team consensus, a new challenge awaits. While consensus decisions are often the decisions with the most team buy-in and support, the consensus process itself is time consuming and labor intensive. Consensus building is a process that:

- results in true agreement about a plan, approach or steps to be taken,
- actively engages people in the process, and
- results in people saying “my view has been accurately heard” and “I will support the decision even though it may not be my first preference.”

Follow a plan for how the discussion will be organized—Typically discussions that truly involve people, give them an opportunity to share their views and build commitment to a particular approach include eight steps:

The tips below help outline how to set up and facilitate a consensus process.

1. ***BE CLEAR ABOUT “WHAT IT IS WE’RE TRYING TO GET DONE”***

When working toward consensus, the first requirement is to keep the common purpose clearly in front of the group. Start the meeting by stating or reaffirming the purpose of the meeting. Give people a chance to ask questions so that they can be clear about it. Verify agreement that “this is what we are trying to get done.” Give people an opportunity to share their perspective on the problem issues and to ask questions like:

2. ***ASK FOR IDEAS ABOUT HOW THE ISSUE OR PROBLEM COULD BE ADDRESSED***

Use open-ended questions to get ideas out. In some situations, people may have alternative proposals prepared before the meeting. Sometimes a single proposal will be the focus of discussion, but quite often ideas and thoughts building on earlier ideas come out quickly and spontaneously. It is very important to keep track of the different proposals. Use a flipchart or white board. Use summarizing skills to go over the different ideas.

3. ***PROVIDE AN OPPORTUNITY FOR CLARIFICATION***

After there are a number of approaches in front of the group, give the group an opportunity to ask clarifying questions before “arguing” about any particular proposal. “Is there anything that anyone does not understand about any of the proposals?” This is not a time to debate, but to make sure that all are clear about what each person’s ideas are. This is a good time for the facilitator to summarize each of the proposals and for all participants to use paraphrasing skills.

4. ***CHECK TO SEE IF THERE IS AGREEMENT ON ANY OF THE PROPOSALS***

Review the purpose of the meeting, and ask “Are there any of the proposals we all agree on?” If you all agree at this point, summarize the agreement.

5. ***ADJOURN THE MEETING***

Usually consensus will not come this easily and people will want to air their concerns about different proposals!

6. ***IDENTIFY AND DISCUSS CONCERNS WITH PROPOSALS***

Give the group an opportunity to discuss “Why I have trouble agreeing with or selecting this proposal as the one I’m willing to go with.” As the person facilitating the discussion, you will need to actively summarize points, help clarify differences, and keep all of the proposals in front of the group. You may want to list concerns on a flipchart or whiteboard and focus discussion on each.

## Annex 8 (Continued)

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### 7. *COMBINE PARTS OF PROPOSALS AND/OR DEVELOP NEW PROPOSALS TO MEET CONCERNS*

This can be the most creative part of the discussion. “Given our concerns, what combination of ideas will best achieve the outcome we’re looking for?” “Are there changes in any of the proposals which will address your concerns?”

### 8. *TEST FOR AGREEMENT/WORK TO RESOLVE DISAGREEMENTS*

As the discussion proceeds, look for places to test for agreement:

Summarize what you see as the “evolving” decision. “Here is the decision I hear us moving towards. Correct me if I’ve misstated it or left something out.” Ask the group members if they all agree with this decision. Look around to see if every person has nodded or said yes.

When reaching consensus is getting a little tougher, take actions to help people move their position enough to achieve what might be called a “real world” consensus. Here are some examples of what you might say in these instances:

“Do you agree that this is the best solution we can develop collectively?”

### 9. *MAKE SURE YOU SUMMARIZE AGREEMENTS*

These steps will help the group achieve consensus. When you reach an agreement, acknowledge it, summarize key points, identify actions, record the results, and move on. In many cases, it is important that this agreement is written and distributed after the conclusion of the meeting.

**AS YOU GO THROUGH THESE STEPS, KEEP DISCUSSION FOCUSED ON THE COMMON PURPOSE** — When you see the group drift off target, bring them back to the central purpose. (For example, say “What we are talking about now is [x] and our purpose here today is [y]; let us make sure that [x] is related to [y], or move back to the main topic.”)

**GAUGE WHEN THE GROUP HAS TALKED ABOUT SOMETHING “JUST ENOUGH.”** — Too much discussion causes the group to lose interest, and feel that they are not using their time productively. With too little, the solution may be inadequate, or the group may lack the necessary commitment to carry out the solution successfully. A few signs that may indicate that it is time to push the group towards a decision are when:

- Points or arguments begin to be repeated without any new knowledge or ideas being developed.
- Individuals in the groups have all had the opportunity to give a “reasonable” amount of input into the discussion. If you have any doubts, ask someone who has been silent if they have anything to add.

While discussing an issue with good participation from all at the outset, you notice that only two or three people appear to be interested still in the point under discussion. The best way to find out what’s happening is to ask, “Have we finished examining this issue?” Or, you could ask, “It seems like most of us are ready to move on. Does anyone have a concluding point before we do so?”

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[www.whiteribbonalliance.org](http://www.whiteribbonalliance.org)



The White Ribbon is dedicated to the memory of all women who have died in pregnancy and childbirth. It is a symbol that unites individuals, organizations, and communities who are working together to make pregnancy and childbirth safe for all women and newborns.



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