Strategic Plan
2019 – 2022

HEALTHY WOMEN. HEALTHY MALAWI.
Since its inception in 2002, the White Ribbon Alliance for Safe Motherhood Malawi (WRASM Malawi) has convened multi-sectoral advocates who work tirelessly to call for policy changes and adequate funding for maternal, newborn and child health (MNCH) services, gender mainstreaming, rights-based programming and recognition of midwifery and midwives to ensure that childbearing women receive quality care.

WRASM Malawi believes in giving a voice to communities who are the consumers of midwifery care in order for them to demand accountability from those who are entrusted in providing that care. The balance that must exist between the recognition of midwives as a key human resource for maternal and newborn healthcare on the one hand, and empowering communities to demand respectful care on the other hand, is extremely crucial. The recognition must evolve from what midwives think and do, to the way they are treated by their employers both in the public and private sector.

Communities which WRASM Malawi strives to amplify include people of all ages, from newborns, children, adolescents and adults. But, very often, adolescents fall between the trivialised difficulties of healthcare. For this reason, the revised WRASM Malawi Strategic Plan will focus on the following issues: increasing health financing for MNCH, improving support for midwives and midwifery, ensuring greater accountability of the Government of Malawi for their MNCH commitments, and driving an increased utilisation of health services by adolescents.

We would like to thank all of our members for their valuable contributions to this strategy during the strategic planning workshop, and to our committed Board of Directors, led by the Board Chair, and the task force that made this strategic revision happen.
WRASM Malawi Values

Passion
WRASM Malawi is a people-led movement driven by passion and commitment to our issues, approach and values.

Integrity
All members of WRASM Malawi hold themselves and each other accountable for excellence in our work and respect and honesty in our relationships. WRASM Malawi demands the highest ethical standards from our staff and volunteers, including in delivering on our fiscal responsibilities.

Volunteerism
WRASM Malawi’s work is driven by a wide and diverse group of volunteer members who are committed to improving the lives of citizens and promoting citizen’s rights at various levels across the country.

Perseverance
To achieve our vision means challenging the status quo, thus WRASM Malawi is creative, politically savvy, and tenacious in pushing for change.

Equality
WRASM Malawi believes in the equal value of every human being and the universal rights of all people.
Our Vision

A Malawi where all women and girls realise their right to quality health and well-being

Our Mission

Activate a people-led movement for reproductive, maternal and newborn health and rights
WRASM MALAWI’S KEY ACHIEVEMENTS

Since its founding, WRASM Malawi has grown by mobilising citizens to advocate for improved reproductive, maternal, newborn and adolescent health outcomes while demanding accountability for commitments made by decision-makers.

CHAMPIONS FOR MIDWIVES & MIDWIFERY

WRASM Malawi spearheaded the publication of the Bedside Midwives Report which highlighted the critical shortage of midwives in Malawi as one per 5,058 people, despite the World Health Organisation (WHO) recommendation of one midwife per 175 people.

In response to the Bedside Midwives Report and WRASM Malawi’s advocacy efforts, the Department of Human Resources Management and Development has recruited 925 midwives and promoted 303 midwives, and the Directorate of Nursing and Midwifery, alongside nursing and midwifery leaders and WRASM Malawi, developed an organogram to depict the track of an upward and formalised career trajectory for midwives in districts across the country.

WRASM Malawi’s ‘Happy Midwives for Happy and Healthy Mothers’ campaign drew attention to the poor status, inadequate numbers and substandard working conditions of midwives and the impact that has on the provision of high-quality care. As a result of the campaign, all midwives who graduated in the last two years have been employed, and ongoing training on Respectful Maternity Care is increasing the status of these essential health workers.

RESPECTFUL MATERNITY CARE

WRASM Malawi has built the capacity of both midwifery educators and practitioners in Respectful Maternity Care through a series of workshops. These workshops also provided opportunities for self-reflection and improvements in conflict resolution techniques.
CITIZEN VOICES

Through citizen hearings, communities and healthcare workers gained understanding of their rights and responsibilities, leading to greater understanding and cordial relationships in all the 7 districts where citizen hearings have been held.

QUALITY CARE - FOR ALL

WRASM Malawi played a crucial role in the organisation of the launch of the Global Quality of Care Network which took place in Lilongwe.

Gender mainstreaming with support from the Canadian International Development Agency through the Gender Support Project. A workshop was organised for stakeholders in reproductive, maternal, newborn and adolescent health, including journalists, to ensure that women and girls are highlighted in all healthcare programs and reports related to such programs.

LASTING CHANGE

At the district level in Mangochi, WRASM Malawi has advocated for the reduction of harmful cultural practices in Njereza village including incest. WRASM Malawi has also advocated for early attendance at antenatal care, promoting health facility births, nutritional support for pregnant women, and male involvement in maternal and newborn health.

In Chitipa, WRASM Malawi advocated for changing attitudes regarding early marriages, promoted health facility births, and provided support for antenatal clinics and provision of nutritional support for pregnant women. WRASM Malawi also ensured that women are examined on a bed by donating one in the antenatal clinic of Chipwera area in the district.
By realizing human rights and amplifying citizen voices to create demand for health, we will directly contribute to the targets under Sustainable Development Goal 3.

- **SDG 3.1:** By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.
- **SDG 3.2:** By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.
- **SDG 3.7:** By 2030, ensure universal access to sexual and reproductive health-care; services, including for family planning, information and education, and the integration of reproductive health into national strategies and programs.
- **SDG 3.8:** Achieve Universal Health Coverage (UHC), including financial risk protection, access to quality essential health care services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all.

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**WE WILL MAKE SIGNIFICANT CONTRIBUTIONS TO ADDITIONAL SDGS:**

**SDG 5 | GENDER EQUALITY**

WRASM Malawi will work to eliminate discrimination, violence and harmful practices directed at girls and women by contributing to the following targets.

- **SDG 5.1:** End all forms of discrimination against all women and girls everywhere.
- **SDG 5.2:** Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
- **SDG 5.3:** Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation.

**SDG 10 | REDUCED INEQUALITIES**

WRASM Malawi will work to reduce inequalities through focusing on the most marginalised populations by contributing to:

- By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
OUR VISION
A Malawi where all girls and women realize their right to quality health and well-being

IMPACT
Maternal and newborn mortality and morbidity and stillbirths are reduced, universal access to sexual and reproductive health services achieved (SDGs)
Right to health and participation upheld for all

OUTCOMES
QUALITY, EQUITY AND DIGNITY
Increased utilization of RMN health services with a special focus on adolescents
Improved mechanisms that hold the Government of Malawi to account on fulfilling its commitments to Primary Health Care
Increased provision of quality and respectful services
Strengthened policies and programmes for SRHR, HRH, and RMNCAH
Increased resources for RMNCAH that are properly disbursed and appropriately utilised at all levels

OUR STRATEGY
LOCAL, NATIONAL & GLOBAL LEVELS
Educate & Empower
Empower and educate women and girls to demand for their RMNCAH health and rights
Influence Decision Makers
Engage decision makers on RMNCAH related issues and support them to respond to the needs of women and girls
Evidence
Monitor service delivery and budget allocation and utilisation to generate evidence for advocacy
Feedback Loop
Effectively activate district chapters as the critical link between communities, national and government
Convene
Convene and coordinate stakeholders at policy, technical and community levels
Media & Champions
Activate and equip media and champions to drive action

AMPLIFYING CITIZEN VOICES TO DEMAND HEALTH AND RIGHTS

FOUNDATION
SUSTAIN A HIGH PERFORMING & UNITED ALLIANCE
Recruit and maintain staff to deliver on the Strategic Plan
Strengthen WRA Chapters to deliver on WRASM Malawi advocacy campaigns
Board roles and responsibilities are upheld through committed members
Finalise a multi-year business development strategy that is regularly monitored and adjusted
Robust monitoring, evaluation, learning and accountability (MEAL) influences strategy
**WHAT WE WILL ACHIEVE/WHAT WOMEN WANT RESULTS?**

<table>
<thead>
<tr>
<th></th>
<th>20% INCREASE</th>
<th>25% INCREASE</th>
<th>20% OF WOMEN</th>
<th>50+ POLICIES</th>
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<tbody>
<tr>
<td><strong>AVAILABILITY</strong></td>
<td>Reproductive, maternal and newborn health services expanded by 20% or more within at least 8 countries</td>
<td><strong>RESOURCES</strong></td>
<td>Up to 20% increase in reproductive, maternal and newborn health services within 10 countries</td>
<td><strong>ACCOUNTABILITY</strong></td>
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<tr>
<td><strong>UTILIZATION</strong></td>
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<td>More than 25% of women report improved quality and dignity in health services within at least 8 countries</td>
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<td><strong>POLICY CHANGE</strong></td>
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<td>More than 50 new or strengthened policies</td>
<td><strong>ACCOUNTABILITY</strong></td>
<td>Accountability processes formalized to drive service improvements within 14 countries</td>
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<td><strong>ACCOUNTABILITY</strong></td>
<td>Accountability processes formalized to drive service improvements within 14 countries</td>
<td><strong>COMMITMENT</strong></td>
<td>At least 100 actionable commitments mobilized by target global and national decision-makers, including politicians, political influencers and media</td>
<td><strong>MOBILIZED</strong></td>
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* During the first year of the strategy, we will embark on a robust, consultative monitoring, evaluation, learning and accountability plan development process, intended to establish baselines and individual National Alliance and cumulative WRA targets for achievement. While subject to change, the targets illustrate our anticipated ambition over the next five years.*
OPERATIONAL APPROACHES

LED LOCALLY, UNITED GLOBALLY
WRASM Malawi is an autonomous National Alliance with its own governance structure that maintains an affiliation with the Global White Ribbon Alliance. WRASM Malawi follows the WRA Global Framework, but we have structured our operations based on the uniqueness of Malawi’s needs.

NOTHING ABOUT US, WITHOUT US
WRASM Malawi actively seeks inclusive participation of and partnership with women, men, families and communities, professionals and practitioners. We also seek participation from decision makers including local and international agencies, donors, civil service employees and elected officials. WRASM Malawi values and protects individual, gender, cultural, religious and social diversity. We work hard to ensure that men, women, girls, boys and newborns are represented and heard.

COMMITMENT TO FEEDBACK LOOP
We provide on-going feedback to both communities and decision makers about how our work is creating change. This feedback loop is more than a matter of principle, it is a proven way to build and reinforce the skills and commitments of advocates who are driving the movement at all levels.

NIMBLE AND MIGHTY
While devoted to our mission, WRASM Malawi is nimble, flexible, and quick to adapt to changing circumstances and new opportunities. We have high expectations of what we can achieve with our resources and we are adept at working in an ever-changing environment to maximize efficiencies.
WRA Model

A PEOPLE-LED MOVEMENT
Each WRA National Alliance begins as a grassroots movement of organizations and individuals who identify the unique systemic changes that need to be made to ensure that all girls and women can realize their right to quality health and well-being.

THE GLOBAL ALLIANCE
Made up of members, staff, volunteers and advocates at the national and global level, WRA operates with a shared vision, mission, values and strategy, with priorities set locally and championed globally.

MEMBERS
WRA members include individuals, local organizations, health workers, policy makers, journalists and more. By coming together for a shared purpose they’re able to catalyze action on multiple levels.

NATIONAL SECRETARIAT
The Secretariat refers to staff or volunteers who convene and coordinate all Alliance activities. The composition of each Secretariat varies, but all operate as valued and recognized leaders.

NATIONAL ALLIANCES
Each National Alliance is a self-governing network of advocates and members that determine their issues and campaign priorities.

GOVERNING BOARDS
The governing bodies of the National Alliances and the Global Secretariat provide mission-based leadership and strategic oversight to ensure operational effectiveness and accountability.

NATIONAL ALLIANCE COUNCIL
The National Alliance Council is a peer-to-peer governing body comprised of five representatives from across the National Alliances and the Global Secretariat. Its main objectives are to oversee affiliation compliance and share best practices and lessons learned.

GLOBAL SECRETARIAT
The Global Secretariat consists of staff and volunteers who serve as a hub for the Global Alliance, offering technical support, advice and connections. They also lead on WRA’s global advocacy work.
Join the movement
so that all girls and women can realise their right to quality health and well-being

For more information visit whiteibbonalliance.org/malawi

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