Strategic Framework
2018 – 2022

THE WHITE RIBBON ALLIANCE

HEALTHY WOMEN. HEALTHY WORLD.
Dear colleagues, partners and friends:

WRA’s 2018-2022 strategic plan sets out a united framework for the Global Alliance, defining what we will achieve and how we will achieve it. It builds on our foundation as an evolving movement to more clearly define how we create change and grow our impact, while remaining unwavering in our commitment to put people, particularly women, at the center of all that we do.

The strategic plan responds to a changing world: one in which we have seen great progress in reducing maternal and newborn deaths but where we have also seen reproductive rights under attack, the role of civil society threatened and the most marginalized people further discriminated against across the world. Realizing human rights, amplifying citizen voices and creating demand for health are the driving forces behind our strategy to achieve sustainable, transformative change for girls, women and newborns everywhere.

The strategy reflects the views and priorities of Global Alliance members and will serve to support the specific strategies of each WRA National Alliance. It defines our collective vision and goals, articulates our values and ways of working, summarizes our theory of change and sets a pathway for deepening the measurement of our collective impact.

We’re excited about the next chapter of White Ribbon Alliance: we hope you’ll see your efforts reflected and become an even more active member of this movement as together, we stand up for the health and rights of all girls and women.

Betsy

BETSY McCALLON
CEO | WHITE RIBBON ALLIANCE
WRA VALUES

PASSION

WRA is not a traditional NGO but a movement, driven by passion and commitment to our issues, approach and values.

INTEGRITY

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

VOLUNTEERISM

WRA’s ethos is that all have a part to play in achieving our vision. The work of the Alliance is fueled by a wide and diverse group of advocate volunteers at all levels.

PERSEVERANCE

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

EQUALITY

WRA believes in the equal value of every human being and the universal rights of all people.
Our Vision
All girls and women realize their right to quality health and well-being

Our Mission
Activate a people-led movement for reproductive, maternal and newborn health and rights
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:

- **By 2030**, reduce the global maternal mortality ratio to less than 70 per 100,000 live births
- **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
- **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

WE WILL MAKE SIGNIFICANT CONTRIBUTIONS TO ADDITIONAL SDGS:

- **SDG 2 | ZERO HUNGER** through addressing malnutrition of pregnant women and newborns
- **SDG 5 | GENDER EQUALITY** through working to eliminate discrimination, violence and harmful practices directed at girls and women
- **SDG 6 | CLEAN WATER AND SANITATION** through ensuring water and sanitation at health facilities
- **SDG 8 | DECENT WORK & ECONOMIC GROWTH** by supporting the rights of health workers
- **SDG 10 | REDUCED INEQUALITIES** through focusing on the most marginalized populations
- **SDG 16 | PEACE, JUSTICE & STRONG INSTITUTIONS** through supporting citizen participation and holding governments accountable
- **SDG 17 | PARTNERSHIPS FOR THE GOALS** through growing our partnerships including with the private sector
## WHAT WE WILL ACHIEVE

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<thead>
<tr>
<th>WHAT WE WILL ACHIEVE</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>
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<td><strong>UTILIZATION</strong></td>
<td>25% or more increased use of reproductive, maternal and newborn health services within at least 8 countries</td>
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<td><strong>EXPERIENCE</strong></td>
<td>More than 20% 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>
<td>More than 50 new or strengthened policies</td>
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<td><strong>RESOURCES</strong></td>
<td>Up to 20% increase in reproductive, maternal and newborn health budgets within 10 countries</td>
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<td><strong>ACCOUNTABILITY</strong></td>
<td>Accountability processes formalized to drive service improvements within 14 countries</td>
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<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>
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<td><strong>MOBILIZED</strong></td>
<td>At least 6 million people mobilized globally to both take and demand action for reproductive, maternal and newborn health and rights</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

WRA is united through a common vision and shared set of values, operating principles, and affiliation responsibilities, however, specific priorities are set in each national and local context. WRA respects the unique context and expertise of each National Alliance and understands that autonomy and flexibility are essential to our success.

NOTHING ABOUT US, WITHOUT US

WRA values inclusive participation and protects individual, gender, cultural, religious and social diversity. We make concerted efforts to ensure that women, young people and marginalized groups are represented and heard.

COMMITMENT TO FEEDBACK LOOP

We provide proactive and ongoing feedback to citizens and governments about how their actions are creating change. This is more than a matter of principle, but a proven way to build and reinforce the commitments and acts of advocates who are driving the movement at all levels.

NIMBLE AND MIGHTY

While unwavering in our focus, WRA is also 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 work 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.

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.
OUR VISION
All girls and women realize their right to quality health and well-being

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

OUTCOMES
Increased utilization of reproductive, maternal and newborn health services
Greater accountability of governments to people
Improved quality, equity and dignity in reproductive, maternal and newborn services
New or improved policies and practices that are driven by women’s needs
Increased resources (financial, human and material) for reproductive, maternal and newborn programs

QUALITY, EQUITY AND DIGNITY

OUR STRATEGY
LOCAL, NATIONAL & GLOBAL LEVELS
Support women and girls to know and demand their health rights
Directly influence decision makers; support decision makers to respond
Collect and use evidence for advocacy
Play a crucial role in the feedback loop between people, government and global bodies
Convene and catalyze action to drive change
Use media and champions to amplify voices

AMPLIFYING CITIZEN VOICES TO DEMAND HEALTH AND RIGHTS

FOUNDATION
SUSTAIN A HIGH PERFORMING & UNITED ALLIANCE
Foster an inclusive and united alliance
GLOBAL PRESENCE

AFGHANISTAN • BANGLADESH • INDIA • INDONESIA • KENYA • MALAWI • NEPAL • NIGERIA • PAKISTAN • SWEDEN • TANZANIA • UGANDA • UNITED KINGDOM • UNITED STATES • YEMEN • ZIMBABWE
Join the movement
SO THAT ALL GIRLS AND WOMEN
CAN REALIZE THEIR RIGHT TO
QUALITY HEALTH AND WELL-BEING

FOR MORE INFORMATION EMAIL US AT INFO@WHITERIBBONALLIANCE.ORG OR VISIT WHITERIBBONALLIANCE.ORG

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