



THE WHITE
RIBBON
ALLIANCE

Annual Report

2018

HEALTHY WOMEN. HEALTHY WORLD.



LETTER FROM THE CEO

Dear White Ribbon Alliance Supporters,

It is always such a pleasure to reflect on our progress as a Global Alliance, 2018 brought distinct pride in our collective work and increased optimism about where we are headed.

We started the year with a new five-year strategic plan firmly in place and are already seeing its power and potential to strengthen our impact for girls and women. By clearly linking our work to WRA's strategic approaches and desired outcomes, we are in a much stronger position to demonstrate our effectiveness and make the case for further investment.

In 2018, we increased financial and human resources and contributed to improved policies and practices for reproductive, maternal and newborn health, all while bringing greater accountability from governments to people.

Together, we followed the lead of WRA India and launched the multi-country What Women Want campaign to help create global and national health agendas based on priorities set by women and girls themselves – an initiative that takes us back to our roots while propelling us strongly into the future.

I hope you enjoy these highlights.

In Solidarity,



BETSY McCALLON
CEO | WHITE RIBBON ALLIANCE



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GLOBAL PRESENCE



AFGHANISTAN • BANGLADESH • INDIA • INDONESIA • KENYA • MALAWI • NEPAL • NIGERIA • PAKISTAN
SWEDEN • TANZANIA • UGANDA • UNITED KINGDOM • UNITED STATES • YEMEN • ZIMBABWE



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

2018 HIGHLIGHTS

Our work increased financial and human resources for reproductive, maternal and newborn health:

- **WRA Malawi** spurred the recruitment of 800 midwives – an impressive 25% increase – across the country, to address a leading cause of maternal and newborn mortality: a lack of trained midwives
- **WRA Nigeria** helped secure the hiring of 100 midwives in Niger State
- **WRA Tanzania** influenced the allocation of US\$40 million in Global Financing Facility/World Bank funding to upgrade health facilities across the country so they could provide comprehensive emergency obstetric and newborn care

We contributed to improved policies and practices for reproductive, maternal and newborn health:

- **WRA Nepal** saw the culmination of 10-years' work with the passage of landmark legislation defining health as a fundamental human right. The bill included the right to receive paid maternity leave, access to family planning, respectful maternity care and more
- **WRA Pakistan** worked with the government to integrate information about maternal nutrition into education curricula, an effort that will help generations avoid complications from maternal anemia
- **WRA Uganda** led the way in the adoption of and budget allocations for a national strategy to end child marriage and teen pregnancy, a leading cause of maternal mortality there
- A core objective of **WRA Afghanistan's** founding was realized with the establishment of the Afghanistan Midwifery and Nursing Council, which will help improve quality maternal and newborn health services, by having a more cohesive approach to healthcare for women and babies



2018 HIGHLIGHTS

Our efforts brought greater accountability from governments to people:

- **WRA Nigeria** incorporated citizen-led accountability into at least five policies and plans in Niger State, resulting in the procurement of essential medical equipment and supplies benefitting a population of nearly 500,000
- **WRA Global Secretariat** contributed to the civil society engagement strategy for the Global Financing Facility and strengthened civil society participation in numerous multi-lateral platforms

We contributed to greater quality, equity and dignity in reproductive, maternal and newborn health:

- **WRA India** took the results of their *What Women Want* campaign to the government and worked to ensure that all pregnant women who receive care in the country's public facilities get respectful maternity care, impacting millions of women and newborns
- **WRA Kenya** worked to make sure that the country, through its Ministry of Health, was part of the Quality of Care Network and secured the approval of quality of care standards
- **WRA Sweden** and **WRA UK** continued to raise awareness of the systematic discrimination faced by migrant women who seek maternity care services throughout Europe
- **WRA Global Secretariat** helped embed quality, equity and dignity in health services as a priority pillar in the *Every Woman Every Child* Global Strategy for Women's, Children's and Adolescents' Health



SPOTLIGHT: *WHAT WOMEN WANT*



WRA's strategy of convening and catalyzing action to drive change led to the early success of 2018's groundbreaking What Women Want campaign.

SPOTLIGHT: *WHAT WOMEN WANT*

Together, we followed the lead of WRA India and launched the year-long, multi-country *What Women Want* campaign to help create global and national health agendas based on priorities set by women and girls themselves:

- Launched on April 11, 2018 — International Maternal Health and Rights Day — *What Women Want* set out to query one million women and girls worldwide — from capital cities to rural villages — about their top priority for quality maternal and reproductive health services

***What Women Want* objectives:**

- Educate and empower individuals about the importance of quality, equity and dignity in women's and girls' healthcare
- Support women and girls to demand access to high-quality and dignified care
- Place women's and girls' self-articulated needs at the center of health policies, programs and accountability

***What Women Want's* 2018 Mobilization Highlights:**

WRA Indonesia's securing a Presidential endorsement of the campaign and **WRA Bangladesh's** establishment of a new partnership with the Bangladesh Midwifery Society are just two examples of how **WRA National Alliances** drew upon their deep grassroots networks and relationships with political leaders, community partners and the media to ensure the early success of the campaign.

With the survey collection end date set for April 2019, *What Women Want's* 2018 focus was to mobilize the support needed to reach one million women and girls. As the campaign's convening partner, **WRA Global Secretariat** engaged hundreds of national and global partners, expanding our reach and reinforcing with advocates across sectors the need to put women's and girls' voices at the forefront of their work.



HOW WE CREATE CHANGE

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

Educate and empower people about health and 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

Resilient secretariats

Engaged members and partners

Effective governance at all levels

Sufficient and diverse funding base

Robust monitoring, evaluation, learning and accountability

HOW WE CREATE CHANGE



Respectful maternity care (RMC) is a universal human right that is due to every woman and newborn in every health system around the world. Evidence suggests that in countries with high maternal mortality, the fear of disrespect and abuse that women often encounter in facility-based maternity care is a more powerful deterrent to use of skilled care than commonly recognized barriers such as cost or distance.

Since 2011, White Ribbon Alliance has worked to build a movement for respectful maternity care, envisioning a world in which a woman's right to respectful care is embedded at all levels of maternity health systems.

Throughout 2018, we employed WRA's six strategic approaches to create change for RMC throughout the world.



STRATEGIC APPROACH: EDUCATE AND EMPOWER PEOPLE ABOUT HEALTH AND RIGHTS

Approach in Action: WRA understands that by educating and empowering women and girls about their reproductive, maternal and newborn health and rights, including the right to participate in policy and programmatic decisions about their health, we are building a foundation for healthy women, girls, families and communities.

By leveraging the time, expertise and financial contributions of more than 350 partners on the Global RMC Council and the *What Women Want* campaign, **WRA Global Secretariat** developed, translated and disseminated materials, held meetings and events, and worked to advance RMC, midwifery, and quality, equity, and dignity for every mother and baby.

STRATEGIC APPROACH: DIRECTLY INFLUENCE DECISION MAKERS; SUPPORT DECISION MAKERS TO RESPOND

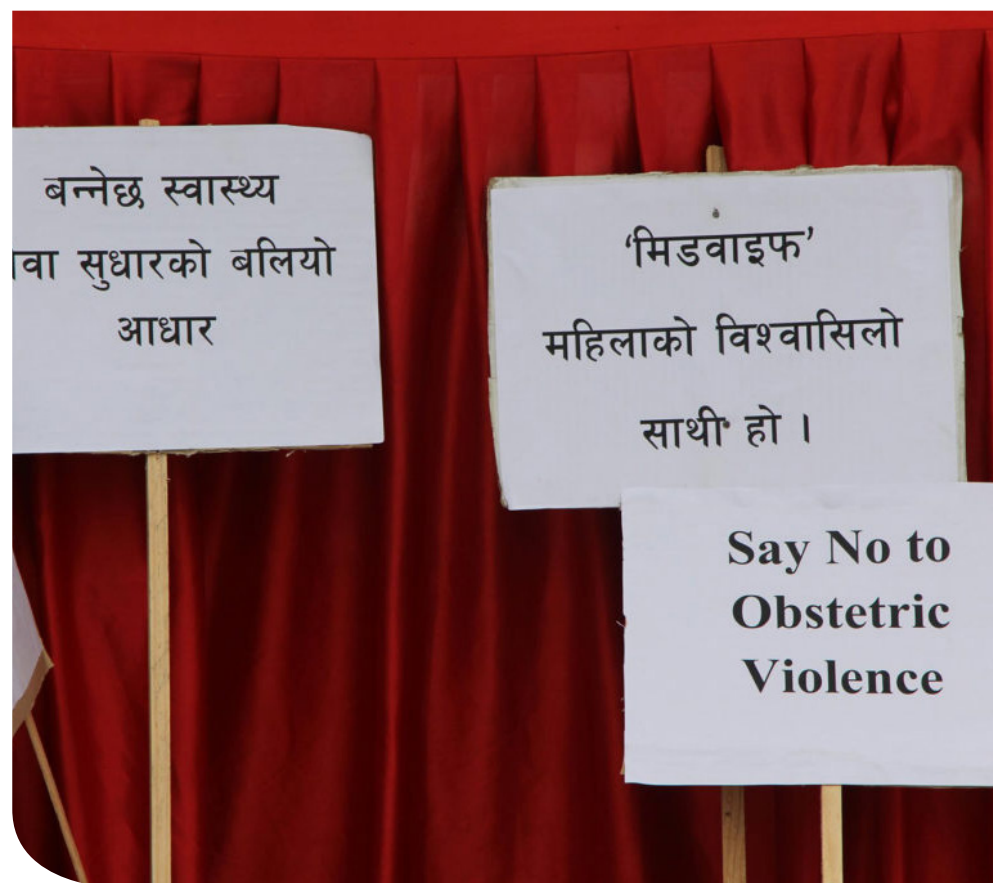
Approach in Action: After more than a decade of work by **WRA Nepal**, Nepal's House of Representatives unanimously passed the Safe Motherhood and Reproductive Health Rights Act, 2018, a groundbreaking law that explicitly protects the health and rights of women, girls, adolescents and newborns. This achievement is part of a larger effort to ensure that the fundamental rights ensured through Nepal's new Constitution are operational. Respectful maternity care was a central framework to the bill, along with advocacy to and from the community, partnership consultations with members of parliament, Nepal's medical and nursing associations, and the more than 200 organizations needed to secure buy-in at every level of government and civil society.

In 2018, **WRA Global Secretariat** and partners influenced the human rights sector to ensure that reports to the UN Human Rights Council and the UN Secretary General stress the need for RMC and citizen-led accountability for maternal and newborn health. Because of this effort, governments are getting a unified message that they need to invest in citizen-led accountability to ensure quality, respectful maternal and newborn health.

WRA Global Secretariat also influenced WHO's strategy for quality improvement for maternal and newborn health to include a focus on equity, dignity, and respectful care and experience of care, and led a People's Advisory Committee for the Lancet Commission on High Quality Health Systems to ensure a strong focus on community engagement, citizen participation and voice, and accountability.

STRATEGIC APPROACH: COLLECT AND USE EVIDENCE FOR ADVOCACY

Approach in Action: As part of the *What Women Want* campaign, **WRA National Alliances** mobilized women and girls globally to demand better quality, respectful and dignified care. Results from the campaign will be used to drive action agendas for improving the health of women and girls.





STRATEGIC APPROACH: PLAY A CRUCIAL ROLE IN THE FEEDBACK LOOP BETWEEN PEOPLE, GOVERNMENT AND GLOBAL BODIES

Approach in Action: Approach in Action: Respectful Maternity Care is central to the health, well-being and survival of millions of women and newborns. There is now a growing global consensus that assuring safe, high-quality maternal and newborn care must include standards to protect the human rights and emotional security of women and newborns. Ensuring accessible and people-centered environments free of mistreatment and abuse is essential for encouraging women to seek skilled medical care and ensuring high-quality, skilled care during pregnancy and labor.

After **WRA India's** *Hamara Swasthya, Hamari Awaz* campaign found respectful care as a top healthcare request from women and girls, they worked with the government of India to embed RMC as one of the three main pillars inside LaQshya, their quality improvement initiative for maternal and newborn health. LaQshya aims to reduce maternal and newborn

morbidity and mortality, improve quality of care during delivery and immediate post-partum period and provide respectful maternity care to all pregnant women attending public health facilities.

In Malawi, an overall shortage of midwives, coupled with poor working conditions and status, affect the provision of high-quality maternity care for women. As a result, many women give birth at home without skilled attendants, increasing the risk of maternal and newborn illness and death. In 2018, **WRA Malawi's** advocacy efforts led to the incorporation of RMC in the pre-service and in-service curricula for providers, and a close to 50% increase in the number of midwives hired by the government. The success of both efforts means that all new midwives will be trained in the principles of RMC, potentially saving the lives of countless mothers for years to come.

STRATEGIC APPROACH: CONVENE AND CATALYZE ACTION TO DRIVE CHANGE

Approach in Action: As a leader in respectful maternity care, WRA has been working to raise awareness on the importance of guaranteeing respectful maternity care in humanitarian situations, where the resource and security constraints associated with conflict, disease outbreaks and natural disaster can exacerbate mistreatment in childbirth.

In 2018, **WRA Global Secretariat** and the American Refugee Committee convened 100 thinkers, policy makers, health and protection advocates, and members of the steering committee for the Interagency Working Group (IAWG) for Reproductive Health in Crises, to forge a new path for prioritizing respect and dignity as central to quality maternity care in humanitarian settings. Because of WRA's convening power, the field has since begun to embrace respect as "how" you deliver humanitarian assistance, successfully incorporating RMC in the new IAWG Manual, the Minimum Initial Service Package for reproductive health in humanitarian settings, and the IAWG research priority agenda.

STRATEGIC APPROACH: USE MEDIA AND CHAMPIONS TO AMPLIFY VOICES

Approach in Action: When media coverage of maternity care is sensitive and accurate, women, their newborns and care providers stand to benefit greatly. Journalists can be key players in spreading the message that every woman has a right to quality, respectful and dignified care.

But when media coverage is insensitive and inaccurate, enormous damage can be done. Sensational stories of abuse and disrespect, with headlines blaming wicked midwives or nurses, can deter women from seeking the care that could save their lives. **WRA Global Secretariat** created the *Respectful Maternity Care and the Media: A Guide for NGOs and Advocates* as a new tool that helps identify barriers, offer solutions and provide tips for building productive relationships with reporters.



WE WILL DIRECTLY CONTRIBUTE
TO THE TARGETS UNDER SDG 3:

SUSTAINABLE DEVELOPMENT GOALS



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

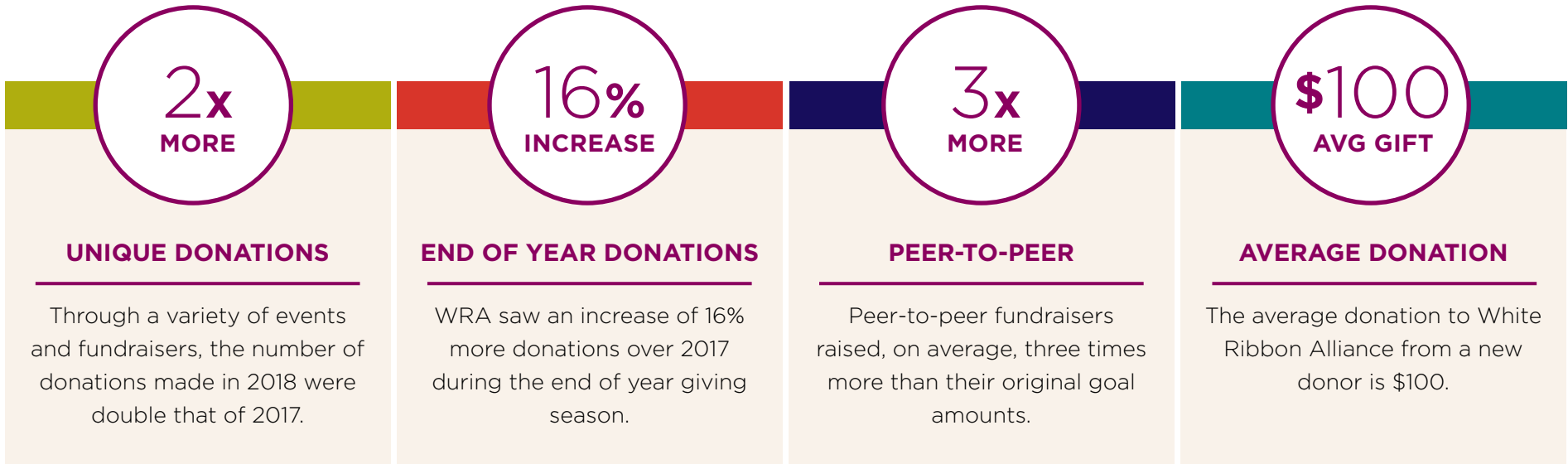


SDG 17 | PARTNERSHIPS FOR THE GOALS

through growing our partnerships including with the private sector

THANK YOU TO OUR DONORS

From governments, private foundations, corporate partners and individuals, our diverse donors and supporters – including those providing pro-bono products and services – make it possible for WRA to advocate for a world where all women and girls realize their right to quality health and well-being. 2018 saw increased support for our approach of bringing citizens and their governments together for sustainable change, lasting generations. Thank you!



PEER-TO-PEER FUNDRAISING

Everything we do comes back to individual people. We amplify citizen voices and work with them to hold those in power to account for promises they've made. We believe that every woman and every girl should realize her right to quality care. In 2018, peer-to-peer fundraisers set up donation campaigns for WRA across the world, helping to spread WRA's movement for quality health and well-being through their passion and commitment. Some ran relays through torrential rain and tough terrain, others walked for 24 hours straight. Some asked for donations in lieu of birthday gifts and others raised money in memory of family or friends who were passionate about our work. Some even hosted happy hours that both educated their social circles while helping us reach more women and girls.

In 2019, we hope you will think of doing the same. You don't have to run a marathon or lead a march. You just have to be willing to share your unique gifts and believe in our vision that all women and girls realize their right to quality reproductive and maternal health and rights.

Learn more: www.whiteribbonalliance.org/join-us



2018 FINANCIALS

YEAR ENDED DECEMBER 31, 2018 | AUDITED

ASSETS

CURRENT ASSETS

Cash and cash equivalents	\$ 1,842,268
Grants and contributions receivable	\$3,130,988
Other receivables	\$2,378
Subgrantees advances	\$180,517
Prepaid expenses	\$34,278

TOTAL CURRENT ASSETS	\$5,190,429
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NON CURRENT ASSETS

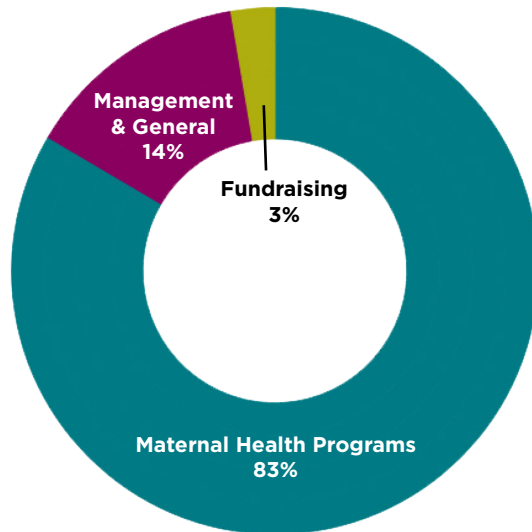
Security deposits	\$ 14,694
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TOTAL NONCURRENT ASSETS	\$ 14,694
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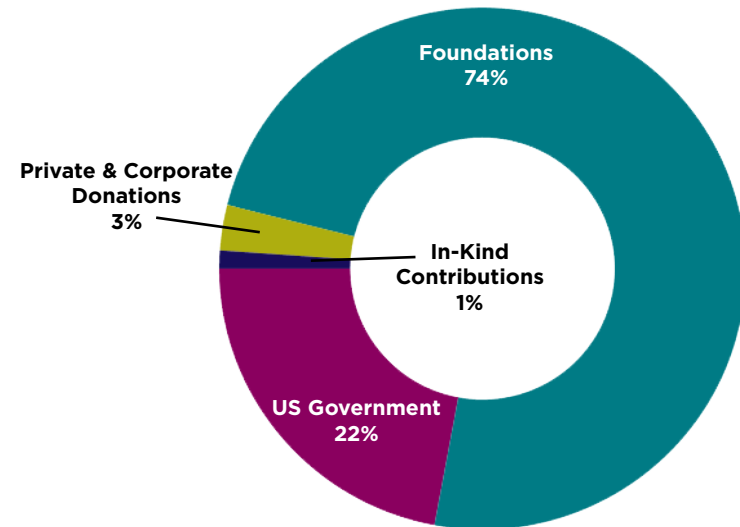
TOTAL ASSETS	\$5,205,123
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2018 EXPENSES BY CATEGORY



2018 SOURCES OF REVENUE





LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

Accounts payable and accrued liabilities	\$34,315
Sub-grants payable	\$3,002
Accrued employee benefits	\$90,360
Deferred rent	\$8,548

TOTAL CURRENT LIABILITIES	\$606,069
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NONCURRENT LIABILITIES

Deferred rent, net of current portion	\$20,583
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TOTAL NONCURRENT LIABILITIES	\$20,583
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TOTAL LIABILITIES	\$635,200
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NET ASSETS

Unrestricted deficit	(\$335,527)
Temporarily restricted	\$5,383,842

TOTAL NET ASSETS	\$5,048,315
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TOTAL LIABILITIES AND NET ASSETS	\$5,205,123
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GOVERNANCE

The National Alliance Council and the Global Secretariat Board of Directors govern and shape the work of White Ribbon Alliance and offer the organization guidance to achieve its mission.

2018 NATIONAL ALLIANCE COUNCIL

Dr. Nanna Bali Chidi, Board Chair, WRA Nigeria
 Dr. Amanullah Khan, WRA Pakistan
 Betsy McCallon, CEO, WRA Global Secretariat
 Caroline Maposhere, WRA Zimbabwe
 Dr. Jotham Musinguzi, WRA Uganda
 Iwo Gibu Rubainto, Board Chair, WRA Indonesia

2018 GLOBAL SECRETARIAT BOARD OF DIRECTORS

Lynn Altman, President & Founder, Brand Now
 Nora Connors, Director of Federal Affairs, Novartis
 Steve Crom, CEO, Valeocon (Chair)
 Ronald Geary, Vice President and CFO, Jhpiego
 Betsy McCallon, CEO, White Ribbon Alliance
 Tim Thomas, Global Health and Development Consultant
 Yasmina Zaidman, Chief Partnerships Officer, Acumen





THE WHITE
RIBBON
ALLIANCE

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](mailto:info@whiteribbonalliance.org) OR VISIT [WHITERIBBONALLIANCE.ORG](http://whiteribbonalliance.org)