



THE WHITE
RIBBON
ALLIANCE

Annual Report

2017

HEALTHY WOMEN. HEALTHY WORLD.



Representatives from nearly every National Alliance came together in Nepal in 2017 to create a shared vision for White Ribbon Alliance's next five years.

LETTER FROM THE CEO

Dear White Ribbon Alliance Supporters,

2017 was a pivotal year for White Ribbon Alliance: we completed one five-year strategic plan and created the next one. This gave us an incredible opportunity to reflect on our impact and reevaluate our objectives and methods used to achieve them.

In addition to in depth conversations with partners from all aspects of our work, we brought together representatives from nearly every National Alliance for an in-person meeting that reenergized our movement and fine-tuned our efforts. We updated our vision and mission and more clearly articulated what WRA will achieve and our unique contributions to the global movement for reproductive and maternal health and rights.

While planning our future, we continued to amplify citizens' voices and push for the change that women and girls want to see at the global, national and community level. Our efforts brought about historic increases in maternal health budgets in Tanzania, created cross-sectoral solutions to maternal anemia in Pakistan and established vital relationships between citizens and their governments in Nigeria, to name a few.

I'm proud to share these and other highlights with you and hope you know that none of it would've been possible without your support. Together, we are reaching our vision: a world where every girl and woman realizes her right to quality health and well-being.



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



2013-17 STRATEGIC PLAN HIGHLIGHTS

GLOBAL SUCCESSES

- Established the National Alliance Council, a peer-led governing body, which is an important part of supporting and growing leaders in all parts of the world.
- Influenced and responded to the new development framework of the Sustainable Development Goals and the Global Strategy for Women's, Children's and Adolescent's Health, through launching the Citizen-led Accountability Coalition and holding hundreds of citizens' hearings in over 20 countries.

NATIONAL ALLIANCE SUCCESSES

- In 2013, **WRA Pakistan** successfully advocated for the use of magnesium sulfate to prevent and treat eclampsia and secured the endorsement of this practice from the government.
- In 2014, **WRA Uganda** secured a salary increase for health care providers across the country, improving retention rates and improving care.
- In 2015, **WRA Tanzania** worked with the government to operationalize its commitment to have 50% of its health facilities in the Rukwa region equipped to provide lifesaving services for pregnant women and newborns.
- In 2016, **WRA Malawi** conducted a nationwide survey that revealed a severe shortage of midwives was contributing to its maternal health crisis and launched a multi-pronged strategy to rectify the situation.
- In 2017, **WRA India** engaged nearly 150,000 women across the country in the *Hamara Swasthya, Hamari Awaz* or *What Women Want* campaign, giving voice to some of the most marginalized women, setting the stage for a global campaign across countries and organizations.

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

2017 IN DEPTH

Throughout 2017, we employed WRA's six strategic approaches to create change. Here are just a few highlights of these strategies in action:

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. This was best exemplified by self-care programs in Bangladesh and Zimbabwe.

Working with the most vulnerable communities in natural disaster prone Upazilla District where women often do not have access to skilled birth attendants, **WRA Bangladesh** partnered with community development health centers to enhance birth planning tools and educate thousands of women and families in 13 wards about how to recognize and address pregnancy complications and emergencies. They also trained community health workers to be more proactive partners to women and supported the government's ability to improve care by linking local hospitals to government clinics.

WRA Zimbabwe addressed the high maternity mortality rate in Midlands Province by developing self-care curriculum that was adopted by Kwekwe district health officials and implemented in 23 facilities. They worked with health authorities to equip health workers, community leaders and women's groups to monitor the delivery of respectful maternity care, train village health workers and integrate self-care into the full spectrum of policies that impact maternal and newborn health. The results were astounding: a 20% increase in women seeking early prenatal care and facility-based deliveries doubled.



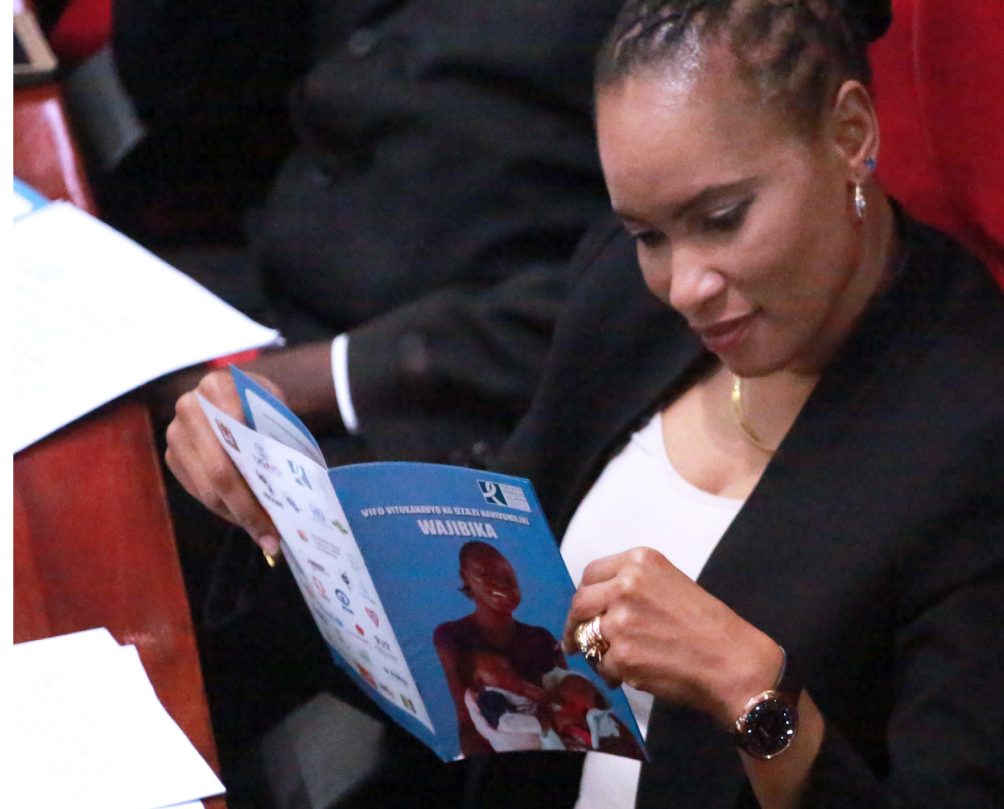
STRATEGIC APPROACH: DIRECTLY INFLUENCE DECISION MAKERS; SUPPORT DECISION MAKERS TO RESPOND

Approach in Action: Out of the 700 health centers in Tanzania, only 117—roughly 16%—provide emergency maternity services. This lack of vital health infrastructure is a leading cause of preventable maternal and newborn deaths. On a mission to improve maternal and child health, WRA Tanzania, together with its partners and champions, have been working for several years to bolster the budget for maternal health, specifically to ensure comprehensive emergency and newborn care services

In 2017, **WRA Tanzania** continued to bring policy makers, responsible ministries, citizens and media together to raise awareness of the issue in a way that challenged the status quo without pointing fingers. Focusing on sustainable solutions, they secured the allocation of more financial resources for Comprehensive Emergency Obstetric and Newborn Care and put in place measures to protect the budget once allocated. In a resounding validation of this approach, WRA Tanzania members achieved an historic 52.6% increase for maternal and newborn health from the previous year's budget.

STRATEGIC APPROACH: COLLECT AND USE EVIDENCE FOR ADVOCACY

Approach in Action: Chronic malnutrition and anemia among women of childbearing age is a leading cause of birth complications in Sindh province in Pakistan, often leading to preventable deaths of mothers and newborns. Working with all 14 provincial and federal ministries of health and population welfare, **WRA Pakistan** used robust evidence to demonstrate how factors ranging from poor nutrition education to early marriage contribute to the problem. They've diligently grown best practices and in 2017, WRA Pakistan secured a commitment to include 10 nutrition-related messages in high school text books from the Sindh Department of Education and the Curriculum Board. Most notably, the government of Sindh is launching a 62 million dollar scaling up nutrition project which addresses all the objectives of WRA Pakistan's maternal anemia campaign.





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

Approach in Action: Nigeria has one of the highest numbers of maternal deaths in the world. In Niger State, where community participation in the design and delivery of maternal, newborn and adolescent health services is virtually nonexistent, women encounter challenges in accessing health care, including lack of affordability and the need to travel long distances to health facilities, leading to high rates of maternal and infant mortality.

WRA Nigeria's campaign, "Citizen-led Accountability for Maternal, Newborn and Child Health (MNCH)," is centered in Niger State with the goal to strengthen engagement platforms between Government and citizens to improve the quality of care for maternal, newborn and child health services. Campaign activities focus on working with local health educators and WRA-trained citizen journalists to identify challenges in their communities, all while amplifying citizens' voices. They organize

community dialogues and train citizens about their health rights and the need to hold leaders accountable. This work was elevated at the global level with citizen representatives testifying at the 3rd Annual Global Citizens' Dialogue and the Health and Human Rights Working Group at the World Health Assembly in Geneva.

The results were impressive. In addition to the immediate provision of medical supplies in two health facilities that were facing severe shortages, political leaders at the highest levels in Nigeria have seen the benefits of integrating accountability mechanisms - for the government and the people - and have committed to maintain meaningful engagement, which continues to pave the way for rapid improvements for women and children's healthcare.

STRATEGIC APPROACH: CONVENE AND CATALYZE ACTION TO DRIVE CHANGE

Approach in Action: India has some of the best designed policies and programs that are centered on women's health needs. These include guaranteed free care before, during and after pregnancy and referral and transportation services for the most at-risk women. While certain components of these programs have been successfully deployed, universal implementation has yet to be realized and the operationalization of these programs is proving to be a big challenge. Hearing directly from people about those challenges is critical to closing these gaps.

One of the most recent and exciting examples of WRA's strategic approach of convening and catalyzing action to drive change is **WRA India's** groundbreaking campaign, *Hamara Swasthya, Hamari Awaz* (What Women Want). They took to clinics, communities and everywhere in between to find out just what it is that women want when it comes to maternal health care. The top asks — revealed on International Day for Maternal Health and Rights — were clear:

- Information about and access to maternal health entitlements (including supplies and services)
- To be treated with dignity and receive respectful care
- Availability of health providers
- Clean and hygienic health facilities

WRA India is now working to realize these demands with policy makers and service providers across the country and the campaign is being replicated at the global level.



STRATEGIC APPROACH: USE MEDIA AND CHAMPIONS TO AMPLIFY VOICES

Approach in Action: In Kenya, 8,000 women and 40,000 newborns die before, during or after pregnancy every year. Combined with an overall teen pregnancy rate of 18% — with some regions of the country reporting as high as 40% — Kenya is in a reproductive, maternal, newborn, child and adolescent health crisis.

WRA Kenya worked with key partners leading up to the much anticipated 2017 general elections for the Whatever Your Political Colors social media campaign, which called on all those running for office to declare, no matter what political party they belonged to, to prioritize mothers, newborns and adolescents in their agenda and be ready to be held accountable once elected. By strategically engaging social media influencers, they reached close to 1.4 million users with their message, which was shared nearly 6 million times in the first week alone. The topic trended for three consecutive days on Twitter. This brought coverage from newspapers, TV and radio, where citizens were encouraged to scrutinize those running and only vote for leaders who committed to prioritize maternal, newborn, child and adolescent health.

Join the global What Women Want movement at
www.whatwomentwant.org



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. 2017 saw increased support for our approach of bringing citizens and their governments together for sustainable change, lasting generations.

62%
INCREASE

INDIVIDUAL DONORS

Through a variety of events and fundraisers, WRA saw 62% more individual donors over the previous year.

3x
MORE

GIVING TUESDAY

The holidays started early for WRA as we raised more on Giving Tuesday than in 2015 and 2016 combined.

\$100
AVG GIFT

AVERAGE DONATION

The average donation to White Ribbon Alliance from a new donor was \$100, a 3% increase from 2016.

RUN LIKE A MOTHER

In 2017 a team of eight fearless runners successfully completed a 126-mile relay and raised close to \$10,000 for White Ribbon Alliance. Led by WRA board member, Lynn Altman, the band of advocates passed the proverbial baton through wooded trails, across forest streams, in the light of day and dark of night. Not one of them had ever done an off-road running relay before, but took up the challenge with the true spirit of a WRA advocate.

SPECIAL THANKS

Many thanks to Kathleen Gersh and Loeb & Loeb for inviting WRA to present to their Women's Affinity Group Annual Charity Reception in New York City. Raising more than any other charity to date, we also connected with amazing women who are helping to support our work in many ways.



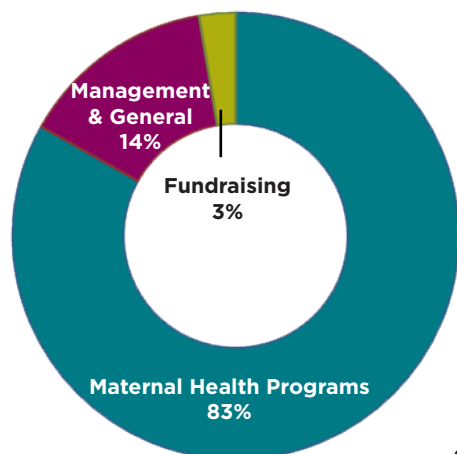
Thank you to last year's Ragnar Relay runners! From left to right, bottom to top: Lynn Altman, Kathleen Gersh, Alexandra Rolland, Cristin Bullen, Stephanie Bowen, Kevin Wickless, Frank Madrie and Marc Luebstorff.



2017 FINANCIALS

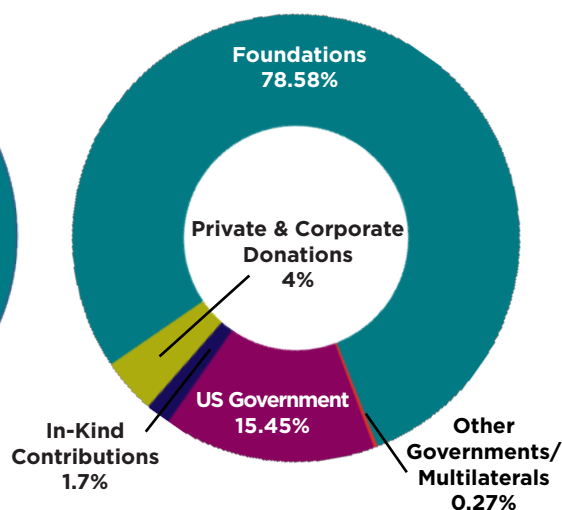
YEAR ENDED DECEMBER 31, 2017 | AUDITED

EXPENSES BY CATEGORY



Total Expenses: \$3,997,138

SOURCES OF REVENUE



Total Revenue: \$4,042,644

ASSETS

CURRENT ASSETS

Cash and cash equivalents	\$198,586
Grants and contributions receivable	\$1,764,482
Other receivables	\$2,865
Subgrantees advances	\$87,714
Prepaid expenses	\$31,201

TOTAL CURRENT ASSETS **\$2,084,848**

NON CURRENT ASSETS

Security deposits	\$ 14,694
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TOTAL NONCURRENT ASSETS **\$ 14,694**

TOTAL ASSETS **\$2,099,542**

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

Line of credit	\$450,000
Accounts payable and accrued liabilities	\$68,852
Sub-grants payable	\$2,140
Accrued employee benefits	\$83,375
Deferred rent	\$1,702

TOTAL CURRENT LIABILITIES **\$606,069**

NONCURRENT LIABILITIES

Deferred rent, net of current portion	\$29,131
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TOTAL NONCURRENT LIABILITIES **\$29,131**

TOTAL LIABILITIES **\$635,200**

NET ASSETS

Unrestricted deficit	(\$351,804)
Temporarily restricted	\$1,816,146

TOTAL NET ASSETS **\$1,464,342**

TOTAL LIABILITIES AND NET ASSETS **\$2,099,542**

*Healthy Women,
Healthy World*



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.

2017 NATIONAL ALLIANCE COUNCIL

Farhana Ahmad, National Coordinator, WRA Bangladesh
Dr. Nanna Bali Chidi, Board Chair, WRA Nigeria
Rose Mlay, National Coordinator, WRA Tanzania (Chair)
Betsy McCallon, CEO, WRA Global Secretariat
Ibu Giwo Rubianto, Board Chair, WRA Indonesia

2017 GLOBAL SECRETARIAT BOARD OF DIRECTORS

Lynn Altman, President & Founder, Brand Now
Jacob Bernstein, Associate General Counsel, Booz Allen
Steve Crom, CEO, Valeocon (Chair)
Ronald Geary, Vice President and CFO, Jhpiego
Valerie Gurtler-Doyle, Founder, Diversity in Business
Betsy McCallon, CEO, White Ribbon Alliance
Tim Thomas, Global Health and Development Consultant
Yasmina Zaidman, Chief Partnerships Officer, Acumen

Nothing About Us, Without Us!



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 OR VISIT WHITERIBBONALLIANCE.ORG