Lesson Learned from
White Ribbon Alliance

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Girls Not Brides Member Meeting

Theresa Shaver
Four things needed to form an effective WRA Alliance
• Facilitative Leadership

• Organizational Requirement

• Logistical support

• Good communications
What do you see as good characteristics in leaders of an effective WRA Alliance?
Facilitative Leadership

- Sharing and inspiring vision and can design pathways to action
- Collaborative, creates opportunities for working together
- Share power of decision making
- Receptive and flexible, adjusts plans to meet changes
Facilitative Leadership

• Promotes the value of win-win situations
• Actively encourages others to contribute
• Focuses on results processes and relationships
Facilitative Leadership

• Accepts others, ideas perceptions and feedback in a non-defensive way
• Strategic, reminds others of the big picture
• Keeps attention focused on high leverage issues and activities
• Provides perspective at critical moments
• Celebrates accomplishments
However…..

• Alliances should avoid dependence on one or two individuals or organizations for success after initiation

• Leaders should be able to step in and out without disturbing the process
Share and Rotate Leadership Roles

- Share and rotate leadership roles and responsibilities to avoid alliance leaders burning out
- Others should not feel they don’t have a chance to lead
- By sharing leadership roles, leaders can learn from one another’s styles
- People may be slower to criticize someone else’s decision if they themselves have been in the position of making decisions on similar issues.
Delegation

• It provides a means of co-ownership, delegate tasks to individuals or subgroups within the alliance

• Delegating serves a threefold purpose:
  – to empower
  – to educate
  – to ensure work and power are spread evenly amongst members and not concentrated among leaders
Consensus Decision-Making Model

- Consensus decision-making requires each member’s consent to the decision before “group adoption” can take place.
- In essence, the group creates a total majority.
- The goal of consensus decision-making is group unity, as opposed to a majority winning and a minority losing, as is the case with traditional voting.
Consensus Decision-Making Model

- Is a process which legitimizes members’ opinions and feelings
- Recognizes individuality
- Requires that the group make a collective decision on what actions should be taken based on the integration of everyone’s opinions, concerns, and creativity
- Seeks the best possible solution given the expressed feelings and needs of the group
Prerequisites for Utilizing Consensus

• Common goals and interests
• Time – There must be adequate time to work through the process
• Commitment – The group must attend to process and group dynamics
• The group must be as committed to the process as it is to the end strategic objective.
Rewards of Consensus Decision Making

• The collectively made decision will be implemented
• Creates ownership over decisions
• Consensus is an instrument of personal change as well as social change because it represents a total democratic process
• Any one person can oppose a proposal and halt the proposal’s adoption until a satisfying compromise is reached
There are ways to objection without halting consensus

• Non-supportive: “I don’t see a need for this but I will go along.”
• Reservations: “This may be a mistake, but I can live with it.”
• Standing aside: “I personally can’t do this, but I won’t block others from doing it.”
• Consensus decision making, when it works, empowers individuals, gives everyone the chance to voice their opinions, and provides a method of checks and balances.
Look Out For……..

- Turf wars (who takes credit for the results) and pecking order can be major roadblocks to successful collaboration
WRA: Effective Ways To Maintain An Alliance

• Keep meetings on track and interesting
• Group Development
  – Within any Alliance, it is vital to the success of the group to attend to both task and maintenance functions
  – Task functions involve the accomplishment of concrete, measurable, and tangible goals; whereas maintenance functions, which are just as critical to the group’s productivity and satisfaction, are often intangible
WRA: Effective Ways To Maintain An Alliance

• Group Development
  – Group development is concerned primarily with maintenance functions to ensure that individuals needs within the alliance are recognized
  – When individuals within the group as separate and special people are cared for, motivation and performance can peak
In Summary: Characteristics of Successful WRA Alliances

• Strong, Participatory Leadership
• Consensus Building
• Shared Problem Definition and Approach
• Equal Representation
• Interdependency
• Mutual Accountability
WRA Organization Requirement and Logistical Support

- A method of providing administrative services
- Office space
- Budget
- Accounting System
WRA Learning from National Alliances

• 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 functioning administrative structure and clear communication channels with their membership and the Global Secretariat.
Recommended Literature

- Building and Maintaining Networks and Coalitions (Pact Tanzania)
- Strategies, tactics and approaches: Conducting and evaluating national civil society advocacy for reproductive, maternal and child health (WHO)