

Lesson Learned from White Ribbon Alliance



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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)

The screenshot shows the homepage of the Girls Not Brides Resource Centre. The navigation bar includes sections like 'ABOUT CHILD MARRIAGE', 'GIRLS' VOICES', 'NEWS & BLOGS', 'WHAT WE DO', and 'TAKE ACTION'. Below the navigation, there are sub-sections for 'WHERE', 'IMPACT', 'CAUSES', 'SOLUTIONS', 'LAW', 'REPORTS', and 'THEORY OF CHANGE'. The main heading reads 'WELCOME TO THE GIRLS NOT BRIDES RESOURCE CENTRE'. A search bar is located on the right side, with a 'Search' button. Below the search bar, there are filter options for 'TOPIC', 'TYPE', 'COUNTRY', 'REGION', and 'LANGUAGE', each with a dropdown menu and an 'Apply' button. The featured content is a webinar titled 'Developing a national strategy for the prevention of early marriage' by Pathfinder International, dated 08.05.2015. The webinar is categorized by 'Capacity building', 'Advocacy', 'Coordinating a national partnership', 'Middle East and North Africa', and 'English'.