(S)BCC National Stakeholder Alignment Workshop
Purpose

To align key HPN communication stakeholders/partners working in a particular country around a country-wide shared vision and an implementation plan or framework that flows out of this vision.

When to use this process?

When there are many public, private for profit and non profit entities and projects or programs sponsored by a variety of donors in a country.
When coordination efforts are weak or non existent and as a result everyone does their own thing
When health messages are no consistent (i.e. exclusive breastfeeding for 4 month, 6 months)
When some parts of the country receive assistance from various groups while other are neglected
When there is no shared vision
When there is conflict about strategies and approaches
When the results are mediocre in light of investments

Illustrative workshop objectives

Each context is different and as a result workshop objectives need to be carefully articulated to respond to the particular needs. The list of possible uses will give some guidance. Nevertheless, at a minimum an alignment workshop should produce the following outcomes:

At the end of the workshop the participants will have:

- Created a shared vision for coordinated Health Population and Nutrition communication in [Country]
- Identified strengths, weaknesses, opportunities and threats in moving towards this vision
- Identified interventions to leverage strengths, address weaknesses, take advantage of opportunities and minimize threats
- Made a commitment on behalf of their agency/institution/organization to support these interventions, based on mandate, resources (time, money, skills, energy), and authority.

Starting and endings time

These times are illustrative.

Day 1

Time	Session name	Objective	Process steps	Lead
8:30	Registration Seating: each table should have a variety of stakeholders (either name tents or organizational representatives) – this seating arrangement remains till lunch	To ensure proper protocol, respect of norms about such events and allowing key stakeholders to provide their 'blessings'	Information posted on a large paper or on poster boards on easels may serve as backdrop – This is called a Knowledge Wall. It should be prepared beforehand and show the current state of HPN behavior change communication, IEC, and health education and promotion in [Country]. For example, it could have graphs, pictures, tables (but only limited and 48 point text or larger) that illustrate: 1. Current [Country] communication and health education and promotion strategies 2. Summary statements/ key findings from the key reports that have been published recently [evaluation reports, DHS reports, Strategy Review Reports, etc.] 3. Communication Campaign Map depicting known HPN activities by regional/province and/or district and health domain (i.e. communicable diseases or whatever health domains you are looking at) 4. Best practices identified for HPN communication and health education and promotion for [Country] As people come in they are directed to the knowledge wall and during breaks as well. Enlist some people to bring participants to stand around the Knowledge Wall and engage them in conversation. This is a good time to bring people up to speed about data. At each table copy/copies of critical documents are available for reference.	
9:30	Opening session	To follow [Country] protocol; get blessings from senior officials	A series of speeches, whatever and whomever is appropriate in the context	
11:00	Break			
11:30	Introductions	To inform the process of the next	Housekeeping announcements	

Time	Session name	Objective	Process steps	Lead
	and overview	three days	Introductions Expectations; this can be done the usual way by asking people what their expectations are. Or ask people to talk with their neighbor (in small groups) or with their table mates (larger groups), "What would make this workshop a total flop/waste of your time?" Collect responses from each pair or table and put them on a large sheet of paper – best is to do a mindmap (the sentence 'what would make this workshop a total waste of your time – or a total flop? goes in the middle. The responses can then be grouped around spokes from the middle. You may get some responses that relate to norms (telephones ringing, people coming in late, etc.), to logistics (meals bad, room too hot or cold, materials not being provided) and content (not learning anything new, not getting a shared vision, etc.). By grouping similar responses together it will be easier to go back after all responses are up and flip them. This then becomes your norms and expectations list. Present the flow of the workshop	
12:30	Lunch			
13:30	Creating a shared vision for HPN communication in [Country]	To create a shared vision for HPN communication programs in [Country] Materials needed: colored markers	Here is some background on vision when the audience isn't all too clear about what a vision is (references included in the link): http://www.amauta-international.com/iaf99/Thread2/vriesendorp.html Step 1: Engage the participants in a guided trip into the future (also called Guided imagery). Ask people to put their pens down, get comfortable, and take a few deep cleansing breaths. Do this with a light touch, humor does wonders with a group that finds all this novel – most people will come along with you. In a slow but clearly audible voice say something like this "…imagine 10 (or 5) years from now [your Country] stands out as an example of a country that has a coherent (SBC) communication program that has aligned all actors around common approaches and messages, covering every part of the country. You, as the group responsible for this result, are asked to take a group of reporters and photo journalists to various parts of the country to show them your	

Time	Session name	Objective	Process steps	Lead
			accomplishments. [pause for a moment]. In your mind's eye see yourself taking these people around. What are they seeing? Who are they talking with? What are people telling them? What are they taking pictures of? What stories are they recording? [pause again to let peoples' minds wander]. Then tell people you are bringing them back to the current day, by counting down from 10 or 5. When you get to 1 ask people to open their eyes and welcome them back to the current date/place and time.

Step 2: Ask every one to draw the images they saw in their mind [discourage the use of words as you want concrete images, not abstract concepts] and remind them this is not an artistic test – anyone can draw stick figures.

Step 3: After everyone has drawn their picture have people share at their tables; tables mates draw a picture that represents their individual visions on a flipchart

Step 4: Each table/group is asked to come to the front and show their picture, explain it, while the facilitator or someone else keeps track of the themes. If you have a good artist in the room you can ask them to draw the themes in front of everyone. There is a new profession called Graphic Facilitator – they are trained to do this, but even unprofessional drawings may work.

Step 5: Point at or read over the list of common themes and do a quick check – can everyone find their own vision in these themes? Then ask for a group of 2 or 3 people to take the raw vision and create a polished piece of prose, to be read out later for approval and applause. | |
| **15:50** | Closing reflection | To review insights, lessons learned, track progress | Review what we have done and accomplished today
Explore where people were most engaged, surprised, how they feel
Explore the significance of what was accomplished
How will this inform tomorrow (review tomorrow's program) | |

Time	Session name	Objective	Process steps	Lead
16:00	Tea break	End of day		

Day 2

Time	Session name	Objective	Process steps	Lead
09:00	Registration		Seating: People are asked to sit in another place from yesterday as they come into the room – one facilitator stationed by the door to tell this to people.	
09:30	Morning reflection	To explore impact of yesterday's work; thoughts, intentions	Ask for volunteers to share thoughts they had after the session, discussions with peers or family members about yesterday.	
09:40	SWOT analysis This is a stand up session. Groups are created randomly.	To identify strengths, weaknesses, opportunities and threats in relation to the vision elements identified in the previous sessions Materials needed: post-it notes. Facilitator roles: listen in on groups, keep groups on task if they stray (if they start to develop proposals for interventions for example) – question suggestions if they are vague or unsubstantiated ("what makes you say that?")	Preparation: (1) Put one or two flipcharts in each of the four corners of the room each with a different heading (Strengths, Weaknesses, Threats, Opportunities). Start session by asking: when people create a vision it always raises the question, how come you aren't already there? There are good reasons for that and we are now going to explore those using a modified SWOT analysis approach. Draw 2x2 and explain SWOT: S and W are internal: the things we bring to the effort that help us forward and that hold us back; OT are external, the things in the environment that can help us forward or may hold us back. (5") Point to the corner flipcharts and have people self-select where they will start. Everyone will get a chance to comment on each flipchart. Then explain the process (5") People go to one corner of the room and, using post it notes, brainstorm around the heading of the flipchart in relation to the vision. We will do four rounds of about 10 minutes. (40") At the end of a round everyone moves to the next corner. A few people from each group stay with their flipchart so they can explain the thinking/clarify entries to the new group. They read what's been done so far to the new group and the people from the new group add what they believe is missing. The people who stay behind act as facilitators, integrating the new ideas where appropriate with the ideas already on the flipchart. Continue until the original groups are back at their first flipchart. (45) They review the entries, finalize the	

Time	Session name	Objective	Process steps	Lead
			list (they can take out what they feel doesn't belong), cluster those that are somewhat similar, give these clusters a heading. Make sure a few chairs are available at each flipcharts for those not able to conduct the work standing up.	
10:30	Break		Secretariat types and prints	
10:45	Wrap up		Each group (S, W, O, T) present in a closing plenary.	
11:10	Proposals for interventions	To generate proposals and agree on interventions to: Use strengths to leverage opportunities (S/O) Use strengths to counter threats (S/T) Address weaknesses that would jeopardize opportunities (W/O) Address weakness in light of threats (W/T)	In this session we will identify proposals for strategic interventions that will help leverage strengths and address weaknesses to take advantage of opportunities and minimize threats. Table tents (S/O, W/O, S/T, W/T) are placed on 4 tables Introduce session by reminding participants that this is an opportunity to shape actions by looking strategically about what is needed to build on strengths and remove what's in the way so we can, together, move towards the vision. (5") Each table is asked to study the relevant flipcharts (of yesterday's exercise) for their assignment – a question written on their table tent: S/O group(s) will produce proposals for **'leap forward'** strategic interventions (how can we build on our strengths to take advantage of opportunities); the W/O group(s) will produce proposals for **'reinforcement'** interventions (how can we address weaknesses in order to take advantage of opportunities); the S/T group(s) will produce proposals for **'response'** interventions (how can we leverage our strengths to respond to threats) and the W/T group(s) will produce proposals for **'repair'** interventions (how can we fix weaknesses to reduce the impact of threats). (30") Groups rotate every ten minutes until back at the original place (30) Groups present when all are done. If some are going slower than others	

7

Time	Session name	Objective	Process steps	Lead
			people are pointed to the knowledge wall to do another check against the data posted. A short reflection at each of the tables allowing people to digest the results of the previous exercise and check whether they are complete. There is room for additional proposals or changes. If at all possible it would be good to type up the proposals and have a list available at each table for the next exercise	
12:30	Lunch			
13:30	Vision check	To present draft and gain consensus or suggestions for improvement so it can be presented at closing	Writers read; followed by reflection in group	
13:45	Stakeholder Commitments Seating: by stakeholder group	To identify actions and resources that various stakeholders can commit to	Stakeholder groups sit together (public sector participants, for profits, NGOs, donors – split or merge groups if there are too many people or too few to work as a group) review proposals made in the previous session and indicate which of the proposed interventions they are willing to support and what kind of support (take leadership, provide resources already in hand, mobilize resources (technical, material, financial, staff time), review, logistical support, influencing, advocacy in the hierarchy, policy skills, publishing, research, ICT, etc). Stakeholder groups are asked to complete their deliberations and prepare for a plenary sharing. This may require more or less time depending on the issues that have emerged from the previous analysis.	
14:45	Stakeholder group presentations	To share commitments and intentions	Gallery walk: have each group post a summary of their work, proposals or commitments on 1 or 2 flipcharts around the room. One or two people from each group remain with their group's flipcharts so they can explain to others while the rest of the group walks over to the flipcharts from other groups and learns what they came up with. Adjust timing to size of group and number of posted flipcharts. Announce the end of the gallery walk and bring the group together in plenary – ask for some	

Time	Session name	Objective	Process steps	Lead
			comments/impressions from people about what they learned, what they are excited about, disappointed about, what they saw and did not see, etc. to bring the session to closure.	
15:30	Tea break			
15:45	Framework Action Plan	To create the timeline	Create a timeline on the wall [need to determine beginning and end points] and have stakeholder groups put the interventions they have committed to on this timeline – using cards. We can then see how the whole picture looks and what is missing as a final reflection. The product can then be turned into an excel spreadsheet or other project management application.	
16:45	Closing reflection	To wrap up, identify lessons learned, commitments, summarize way forward and tie up loose ends	Closing reflection: review what we have done in these two days, identify time of great energy and engagement, what did people learn from this event, and final check on the commitments, and next steps. If this closing needs to be formal, add more time to the whole event, maybe another morning – allowing representatives from the various stakeholder groups to present their conclusions and comment on the utility of the event.	
17:00	End of day			