

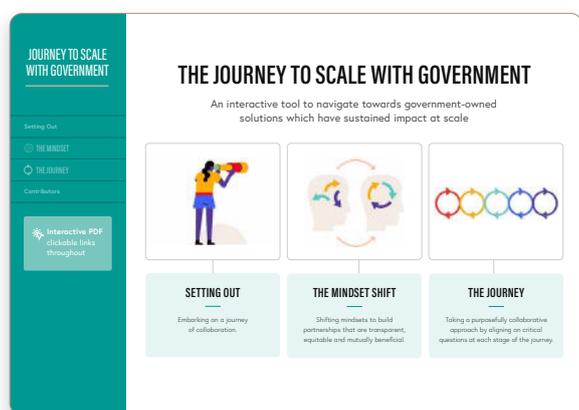
Journey to Sustainability and Scale with Government

Introduction to Stakeholder Alignment Workshop approach and materials



Introduction

The Stakeholder Alignment Workshop derived from the [Journey to Scale with Government Tool](#) (hereafter, The Journey Tool), an interactive tool, co-developed by VillageReach and Spring Impact, alongside 50+ contributors across 16 countries, that outlines the mindsets, systems and capacity required to work in a collaborative partnership to achieve government-owned solutions which have sustained impact at scale.



In the original concept for the Journey Tool, the focus was on the steps in the Journey, but through collaboration it was determined that there was something needed before getting into the steps, which is how the mindset shift emerged as a topic in its own right. Spring Impact, with support from VillageReach, developed the Stakeholder Alignment Workshop to provide a group setting for governments, donors, and social impact organizations working on embedding a solution in the public health system, to take a step back and align on what they want to achieve and how to work collaboratively towards that goal. This workshop is not as much about the activities that need to happen, but rather **building a way of working** that is necessary to move forward successfully.

Spring Impact, with VillageReach “auditors”, conducted three virtual workshops in late 2020/early 2021. VillageReach decided to continue to host the workshops with some adjustments based on lessons learned from the first three workshops, and hosted a further three workshops in late 2021/early 2022. VillageReach held the fourth workshop in a hybrid virtual and in-person setting and conducted the final two workshops in person. The materials provided allow for different models of delivery.

What is the main objective of a workshop?

The main goal of the workshop is to **help governments, social impact organizations, and donors reach alignment** on what they are trying to achieve with the embedding of a solution into public systems, mitigate for the challenges they foresee, and define actionable ways of working to achieve those goals.



The workshop is for organizations that are somewhere on the Journey to Scale with Government (or want to be) and would like to use the Journey Tool. The Stakeholder Alignment Workshop helps teams align so that they can move forward on their journey, wherever they might be.

Why conduct Stakeholder Alignment Workshops (and why share this guidance)?

As the stewards of the Learning Network and Journey to Scale with Government tool, it was imperative that VillageReach ensure the tools and materials that would become a global good are of high quality and achieve what we say it will achieve. Conducting workshops contributed to this body of evidence. By releasing these workshop materials, we are not only expanding the network of organizations using these tools to further the development of sustainable solutions¹, but are also helping develop the competence of workshop facilitators while building the skills, confidence, and reach of those participating in the workshop.

Conducting the Stakeholder Alignment Workshops has resulted in participants improving their ways of working as they seek to achieve the goals they set as a group, and has generally been effective in addressing the nuanced challenges of scaling and sustaining solutions.

Now that this guidance is released as a global good, you too have the materials needed to run an effective Stakeholder Alignment Workshop, which should in the long run, lead to more programs and solutions with sustained impact at scale.

What is the workshop approach and content?

OVERALL APPROACH

A creative, story-telling approach is used to encourage participants to share ideas, values and practices in an immersive way and connect partners through shared experiences. The focus will also be on developing trusting and transparent relationships between all stakeholders and therefore open, honest and active participation will be essential.

PARTICIPATION AND GO-NO-GO CRITERIA

- There are three participant groups that need to be represented: Government, Technical Partner and Donor



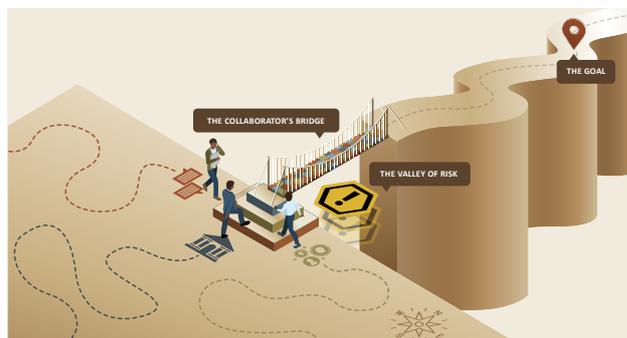
- There can be a range in the number of participants but the main requirement is that there must be at least one government official. A donor representative(s) is optional but *preferred*. We recommend no more than ten participants if it is virtual and no more than twenty if in person and equal representation in numbers across the different types of stakeholders is preferred.
- At least one representative from each of the participant groups must be available for a pre-meeting to tailor the workshop according to the needs of the three groups.
- All participants should be **active participants** and not observers.



Go-No-Go criteria. *The workshop cannot be conducted if there is not at least one government official.*

OVERVIEW OF AGENDA

- Facilitators will move through three key elements on the 'Journey to Scale': (1) Goal Setting, (2) Preventing the Valley of Risk, (3) Building the Collaborators Bridge
- Participants will progress through a series of reflective, interactive exercises to co-create a shared 'Partnership Map', which they will take away following the workshop.



FORMAT AND TECHNIQUES USED

- The workshop will be 3.5 hours and hosted in-person or online via an online platform (e.g. Teams, Google Meet, Zoom, etc.).
- During the session, facilitators will be sharing PowerPoint slides for the introduction and wrap-up and working on an interactive whiteboard (on via PowerPoint in the case of virtual workshops) for the rest of the session.
- Given the diverse array of stakeholders, it is important to ensure all voices and perspectives are heard. For example, techniques such as the 'circle exercise' will be used to ensure all individual's input. In a physical room, this would mean everyone is sitting in a circle and sharing one by one. Over a virtual platform, it would mean one person nominates the next to speak, with the expectation that everyone shares, even if it has just to agree or disagree with something.

¹ VillageReach works on public health solutions, but the Stakeholder alignment workshops can be and has been used across different sectors.

- To build trust, facilitators will include an icebreaker at the start of the session and co-define the workshop principles that all participants will commit to. Facilitators will also ensure to have regular breaks and energizers to avoid “Zoom/Teams/Meet/etc. fatigue” and ensure energy levels are kept high; these are built into the session plan, but facilitators can suggest ad hoc breaks if required. Sometimes teams will actually prefer shorter breaks when virtual; it can change according to the needs and preferences of the participants.

KEY ACTIVITIES FOR WORKSHOP PREPARATION, EXECUTION AND FOLLOW-UP

- For every workshop there will be following overarching activities.
 - Pre-workshop interviews with participants
 - Pre-workshop materials and pre-read preparation
 - Workshop administrative (whiteboard/flipchart/PowerPoint) preparations
 - Facilitation during workshop
 - Post workshop follow up, survey, and reflection report
- Specific activities are visible in the [Stakeholder Alignment Workshop Activities Work Plan](#) with the estimated level of effort needed for each activity.

What type of facilitation is required?

REQUIRED FACILITATION ROLES PER WORKSHOP

- **Lead Facilitator** - Responsible for coordination with each of the organizations prior to the session and leads the revisions on the materials, leads during the session, and is responsible for the final reflection report post workshop
- **Assistant Facilitator** - Provides support for revisions and facilitation during the session and support for the replication report post workshop
- **Workshop Administrator** - coordinates participants, sets up mural board and zoom, ensures materials are updated and sent out ahead of time, sends follow-up, takes notes

What is the basic agenda?

SESSION	OBJECTIVES	TIMING	ROLES
INTRODUCTION 	<ul style="list-style-type: none"> • Develop buy-in among partners in to the ‘story-telling approach’ and introduce the journey symbolism • Align on workshop goals of workshop and align on norms • Ground the participants in the importance of centering government voices 	30 min	Facilitator: Lead Facilitator Mural scribe/screen sharer: Assistant Facilitator Note-taker: Workshop Administrator
ALIGNING ON THE GOAL 	<ul style="list-style-type: none"> • Focus attention on the goal of the partnership and why we are all here • Understand partner’s priorities • Ensure all participants are aligned on the shared purpose 	Virtual - 40 min In-person - 75 min	Facilitator: Assistant Facilitator Mural scribe/screen sharer: Lead Facilitator Note-taker: Workshop Administrator Zoom breakout rooms: Each facilitator
BREAK	Energizer if needed	Virtual only - 10 min	ALL

SESSION	OBJECTIVES	TIMING	ROLES
THE VALLEY OF RISK 	<ul style="list-style-type: none"> • Help partners put words to risks, worries and concerns that might make them fail • Build empathy and trust within the group to build foundation for partnership • Put plans in place to strengthen partnership and avoid pitfalls 	Virtual - 60 min In-person - 90 min	Facilitator: Lead Facilitator Mural scribe/screen sharer: Assistant Facilitator Note-taker: Workshop Administrator Zoom breakout rooms: Each facilitator
BREAK		Virtual - 10 min In-person - 30 min	ALL
THE COLLABORATOR'S BRIDGE 	<ul style="list-style-type: none"> • Define the guiding principles for working together going forward • Help partners understand what this means tangibly day-to-day to encourage thinking around how they can change behaviours 	Virtual - 30 min In-person - 75 min	Facilitator: Assistant Facilitator Mural scribe/screen sharer: Lead Facilitator Note-taker: Workshop Administrator Zoom breakout rooms: Each facilitator
BREAK	Energizer if needed	Virtual only - 10 min	ALL
WRAP UP	<ul style="list-style-type: none"> • To reflect on the map co-created by partners • To encourage participants to co-create an action plan and next steps to put the discussions into practice 	30 min	Facilitator: Lead Facilitator Mural scribe/screen sharer: Assistant Facilitator Note-taker: Workshop Administrator Zoom breakout rooms: Each facilitator

What materials are available?

All Stakeholder Alignment Workshop guidance materials are provided in .zip files accessed via the buttons below.



DOWNLOAD IN-PERSON GUIDELINES



DOWNLOAD VIRTUAL GUIDELINES

How can I get more information?

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