

Identifying Stakeholders Worksheet

This worksheet can help you identify the individuals and organizations that are stakeholders in your program's strategic plan. Stakeholders are individuals or organizations that are invested in the program and the results of program activities, and have a stake in what will be done with the results. Stakeholders in your strategic plan include individuals and/or organizations from three categories:

1. **Program participants**—those that your program serves or affects, such as youth, parents and guardians, school faculty and staff, and community members;
2. **Strategic plan implementers**—those who will drive the program operations described in your strategic plan, such as program coordinators, program staff, education and health agency administrators, members of the training cadre, contractors, and volunteers; and
3. **Intended users of the strategic plan**— those partners who can influence or help to implement strategies identified in your strategic plan, including external and internal partners. External partners are agencies, organizations, and groups outside your own agency with which you collaborate or associate to further the goals of your project and may include non-governmental organizations, health departments, institutions of higher education, and community groups. You may have already identified external partners in your application for DASH funding. Internal partners are related departments, divisions, or regional units and may include cross-division school health committees.

Instructions: With your program team (i.e., program coordinator and program staff), identify stakeholders for each of the categories listed in the table. Note that the categories are not mutually exclusive, and some stakeholders may appear in more than one row. You also should identify whether to invite stakeholders to join the strategic planning workgroup and the role each stakeholder has, if any, in the strategic planning process. Possible roles include:

- **Convener**—the individual who schedules strategic planning meetings, sets the agenda, sends notification and reminders to participants, opens the meetings, holds participants accountable, and reports progress
- **Facilitator**—the individual who monitors the progress of strategic planning meetings, asks questions, and provides pieces of information to move participants forward in the process
- **Writer**—the individual who synthesizes ideas generated in meetings and writes each section of the strategic plan document
- **Advisor** (optional)—individuals outside of the strategic planning workgroup with experience or expertise in strategic planning who observe the process and provide advice on discussions and products
- **Reviewers**—individuals outside of the strategic planning workgroup who can review and edit the strategic plan and provide feedback

Depending on the size of your program team and specific program circumstances, you may provide this worksheet to team members to complete in advance and then facilitate a meeting to finalize answers. Another option is to complete the worksheet together at a team meeting. Write each of the three stakeholder categories on a separate sheet of flip chart paper and ask team members to fill out the three categories. A team member can then facilitate a discussion to complete the worksheet. Note that you may have already identified external partners in your application for DASH funding. You should refer to it as needed.

Review your worksheet at the first meeting of the strategic planning workgroup and make revisions as needed. Refer to the worksheet throughout the strategic planning process to remind you of the stakeholders in your strategic plan, including during its implementation and evaluation.

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Stakeholder Categories	Stakeholder List List the stakeholders in the strategic plan (name, organization, and contact information).	Strategic Planning Workgroup Indicate whether the stakeholder will be invited to join the workgroup.	Stakeholder Role Identify the role of the stakeholder, if any, in the strategic planning process.
PROGRAM PARTICIPANTS (e.g., youth, parents, teachers, community members)			
STRATEGIC PLAN IMPLEMENTERS (e.g., program staff, agency administrators, contractors)			
INTENDED USERS OF THE STRATEGIC PLAN (e.g., health departments, community groups, school health committees)			