



# WORKSHEET

## Considering Costs and Benefits

**OBJECTIVE:** To understand the impact specific interventions will have on other stakeholders within the system.

**TIME:** 60-90 minutes.

**MATERIALS:**

- Poker chips or similar tokens in two different colors (preferably red and blue), ten chips of each color for each participant
- Printed version of Sheets 1 and 2 on tabloid (11" x 17") paper

**PARTICIPANTS:** A group of people who represent the key players in your system. You might convene a handful of stakeholders and walk through the worksheets as a group, or you might just work with your own staff or board. The more people participating in the completion of these worksheets, the more insightful the results will be.

### STEP 1

Give each member of your group 20 chips—10 red, 10 blue.

### STEP 2

Ask the group to identify an intervention to explore for this exercise. This can be work your multisector partnership or organization is considering, or is in the early stages of planning. Write the intervention's name and/or a short project description in the space provided at the top of Sheet 1. We use the example of an intervention here, but you could use this exercise to consider the costs and benefits of any other aspect of your work.

### STEP 3

Across the top of Sheet 1, in columns C-J, list up to eight stakeholders who will be impacted by this intervention. (Stakeholder 1, Stakeholder 2, etc.). These stakeholders can be active partners, but they can also be external stakeholders.

### STEP 4

Together, make a list of the intervention's benefits. These do not have to be actual monetary benefits (e.g., increasing your partnership's public profile). Write those benefits in Column A.

### STEP 5

Have each group member allocate their 10 blue chips to each benefit by placing them in Column B, according to how impactful they believe each benefit to be. There's no rule regarding how group members should allocate their chips—they can be spread across several boxes or placed all in one. Discuss as a group whether this allocation, as represented by the total chips in the various boxes, seems reasonable. Discuss and make any changes if you'd like. Reach consensus on a final allocation.



Pay attention to perception versus reality. When possible, study actual effects by exploring data and looking at other regions engaged in similar activities.



## STEP 6

Once all of the chips are in Column B, discuss as a group how to allocate them across each corresponding row among the stakeholders.

For example, if group members have placed 15 blue chips in total on a benefit called “increased profile for partnership,” decide as a group the extent to which the various stakeholders are impacted by this benefit and allocate the 15 chips accordingly. Again, chips can be allocated to one stakeholder or spread across any number of them.

## STEP 7

Now turn your attention to Sheet 2. Identify any burdens, costs, or negative consequences and list them in Column A.

## STEP 8

Repeat Step 5, this time allocating the 10 red chips in Column B among the costs you just listed.

## STEP 9

On the bottom of Sheet 1, enter the total benefits for each stakeholder in the Totals row. Then, go to Sheet 2 and enter the total costs for each stakeholder in the Totals row there. Now copy the totals from Sheet 1 into the Sheet 1 Totals row on Sheet 2. Finally, subtract the Sheet 2 totals from the Sheet 1 totals to fill in the Net Benefits/Costs row on Sheet 2.

Look over the outcomes, as shown in the Net Benefits/Costs row. As a group, discuss:

- Who are the big winners? Losers?
- Is the outcome what you expected?
- Is there an outcome you'd prefer?
- What, if anything, could move you closer to your preferred outcome?

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**Table 1: Benefits**

COLUMN A Benefits/Positive Consequences (+)	COLUMN B Total Allocation	Columns C-J: Stakeholders							
		Stakeholder 1	Stakeholder 2	Stakeholder 3	Stakeholder 4	Stakeholder 5	Stakeholder 6	Stakeholder 7	Stakeholder 8
<b>1</b>									
<b>2</b>									
<b>3</b>									
<b>4</b>									
<b>5</b>									
<b>Total</b>									

Initiative Name:

Short Description:

Print on Tabloid (11x17) Paper.

Table 2: Costs

COLUMN A Costs/Negative Consequences (-)	COLUMN B Total Allocation	Columns C-J: Stakeholders							
		Stakeholder 1	Stakeholder 2	Stakeholder 3	Stakeholder 4	Stakeholder 5	Stakeholder 6	Stakeholder 7	Stakeholder 8
1									
2									
3									
4									
5									
<b>Totals</b>									
<b>Sheet 1 Totals</b>									
<b>Net Benefits/Burdens</b> (benefits minus burdens)									