

EXAMPLE OF WORKSHOP WITH STAKEHOLDERS

A meeting with the stakeholders should start by discussing its purpose and introducing all the participants. Then, it is worth presenting the benefits of project evaluation (see p. 8-9), as well as talking about how it is useful for individual stakeholders.

After such an introduction you could hand out small post-its to the participants of the workshop and ask them to answer the following questions:

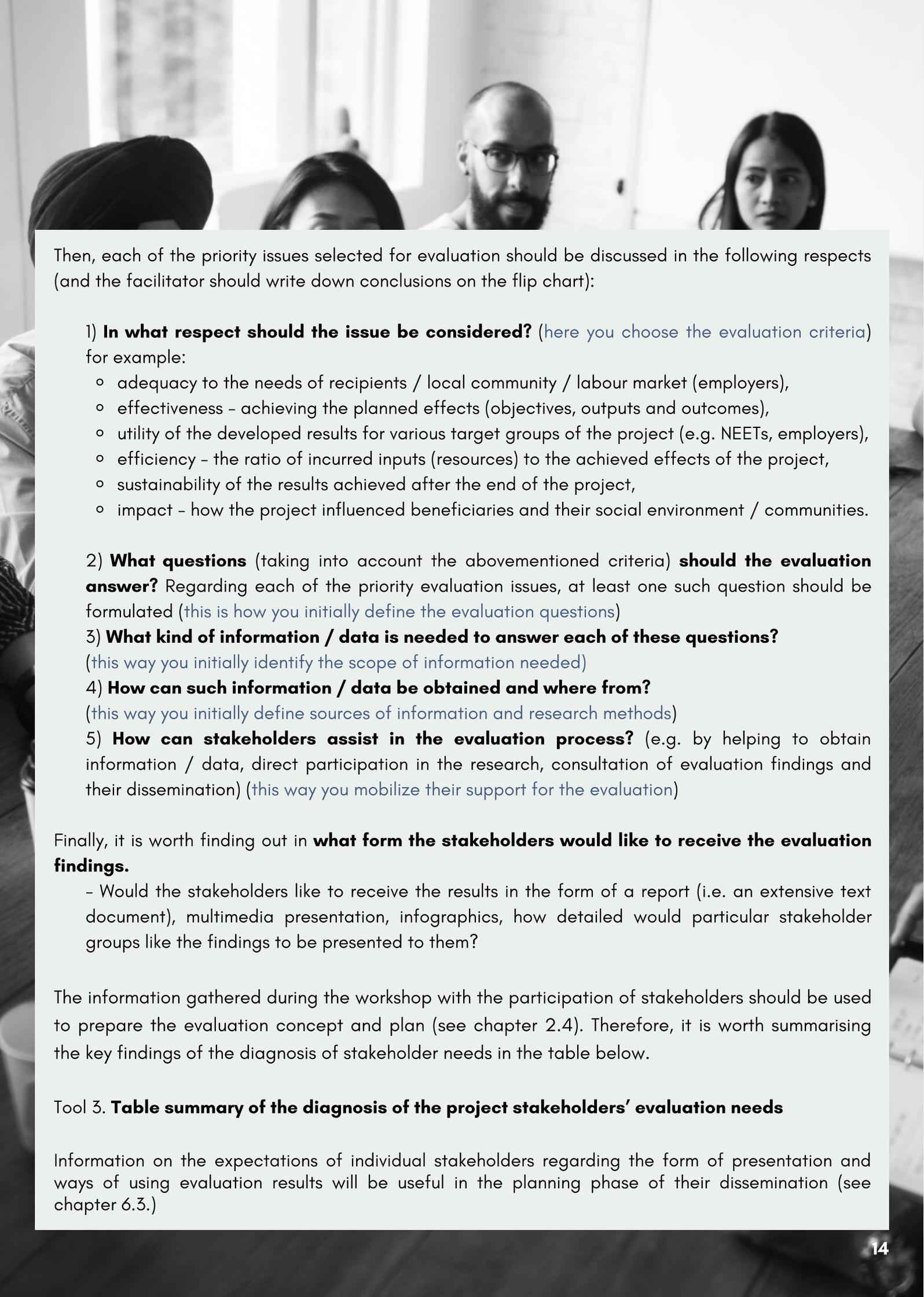
1) What do I want to learn from evaluation?

**2) Why is it important to know that? What do I want to use this knowledge for?
(that way you define the OBJECTIVES OF THE EVALUATION)**

The collected post-its should be grouped (preferably on a flipchart) in such a way that similar matters and related project elements are next to each other. You can group the reported issues into the following areas:

- **Activities**, e.g. recruitment of project recipients, diagnosis of their needs, psychological counselling, conducting training, career counselling, organisation of internships, promotional and information activities,
- **Outputs**, e.g. Individual Action Plans, CVs and cover letters prepared during project exercises, certificates of training and internships completed, attendance lists, training programmes, trainers' reports, training materials, promotional materials,
- **Outcomes**, e.g. an increase in soft (social skills) and hard (professional skills) competences, a change in the attitudes of project participants, an increase in motivation to look for a job, finding a suitable job, maintaining employment, social activation,
- **Objectives**, e.g. long-term effects of the project / target state,
- **Other issues**, e.g. communication with project recipients, project management

Discuss the selected issues / elements of the project with stakeholders, consider together which of them are the most important. Finally, there should be no more than a few issues [in this way, the scope of evaluation will be initially determined].



Then, each of the priority issues selected for evaluation should be discussed in the following respects (and the facilitator should write down conclusions on the flip chart):

1) **In what respect should the issue be considered?** (here you choose the evaluation criteria) for example:

- adequacy to the needs of recipients / local community / labour market (employers),
- effectiveness - achieving the planned effects (objectives, outputs and outcomes),
- utility of the developed results for various target groups of the project (e.g. NEETs, employers),
- efficiency - the ratio of incurred inputs (resources) to the achieved effects of the project,
- sustainability of the results achieved after the end of the project,
- impact - how the project influenced beneficiaries and their social environment / communities.

2) **What questions** (taking into account the abovementioned criteria) **should the evaluation answer?** Regarding each of the priority evaluation issues, at least one such question should be formulated (this is how you initially define the evaluation questions)

3) **What kind of information / data is needed to answer each of these questions?** (this way you initially identify the scope of information needed)

4) **How can such information / data be obtained and where from?** (this way you initially define sources of information and research methods)

5) **How can stakeholders assist in the evaluation process?** (e.g. by helping to obtain information / data, direct participation in the research, consultation of evaluation findings and their dissemination) (this way you mobilize their support for the evaluation)

Finally, it is worth finding out in **what form the stakeholders would like to receive the evaluation findings.**

- Would the stakeholders like to receive the results in the form of a report (i.e. an extensive text document), multimedia presentation, infographics, how detailed would particular stakeholder groups like the findings to be presented to them?

The information gathered during the workshop with the participation of stakeholders should be used to prepare the evaluation concept and plan (see chapter 2.4). Therefore, it is worth summarising the key findings of the diagnosis of stakeholder needs in the table below.

Tool 3. **Table summary of the diagnosis of the project stakeholders' evaluation needs**

Information on the expectations of individual stakeholders regarding the form of presentation and ways of using evaluation results will be useful in the planning phase of their dissemination (see chapter 6.3.)