



November 2018

CAPTIVE Monitoring and Evaluation: Two Processes.

The assessment process as described in the CAPTIVE application from its origin is based on two collateral and complementary approaches. On the one hand, the Monitoring also called "Junior expertise" which is based on contextual elements such as in situ evaluations, post-seminar evaluations, evaluations of progress (project development) and finally perspectives in terms of sustainability; on the other hand, the Evaluation also called "Senior expertise" ([see expert notes from 1 to 11](#)) which is based on several analysis of specific contents and results of the project with its own tools.

As regards to Monitoring and Evaluation processes during CAPTIVE project life, the following supports were presented to partners during kick-off seminar in Malta in December 2016.

[Dimension of Monitoring and Evaluation](#)

[General Principles](#)

Hereunder are the different forms "Monitoring" took during CAPTIVE period of development.

1 - On-site evaluations: They could take two forms, that of a questionnaire to answer on the table or the so-called "bull's eye" to be completed on a flip chart. Whatever the form, participation is individual and remains unknown to others, both allow autonomy in the responses when the participants respect the instructions (i.e. bull's eye).

2 – Post-seminar evaluations: These questionnaires are sent after seminars to local coordinators that are asked to transfer them to all team attendees (as we did not always get all electronic addresses) and their return is requested within the next fortnight. The principle is that of individual participation but the autonomy in the answers is less guaranteed when a participant returns several questionnaires at the same time on behalf of colleagues, contrary to those who address it directly. This type of questionnaire is mainly based on the organization of the seminar, the working conditions, the preparation of documents, how the program was respected, the relations between the participants, the understanding of the objectives, the listening of each one, social times,

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3 – Questionnaire on PROGRESS: This periodic form of questioning (3 in all during the project) is to be completed by each national team through the professionals directly invested in the CAPTIVE project (thus, there will be the participants in the seminars but also the professionals who did not take part meetings but working on the project in the respective countries). It is a matter of measuring progressively the project in its development as well as the means implemented (positive points and / or to improve) that concern management, coordination, communication, learnings, participation, ...

4 – Questionnaire on SUSTAINABILITY: This periodic form of questioning (3 in all during the project) is to be completed by each national team through the professionals invested directly in the CAPTIVE project but also in its process of sustainability that means inside the partner institution itself and at the same time with the external institutions, their networks, the partnerships, ...

List of forms and questionnaires submitted to CAPTIVE project partners (with corresponding links)

- CAPTIVE On-site evaluation (Malta, December 2016) – *No link, it was a "Bull's eye" evaluation*
- CAPTIVE [On-site evaluation](#) (Marsala, June 2017)
- MALTA [Post-evaluation](#) (December 2016)
- MARSALA [Post-evaluation](#) (June 2017)
- SEVILLA [Post-evaluation](#) (April 2018)
- SAARBRÜCKEN [Post-evaluation](#) (September 2018)
- [PROGRESS I](#) (December 2016 / June 2017)
- [PROGRESS II](#) (July 2017 / April 2018)
- [PROGRESS III](#) (May / November 2018)
- [SUSTAINABILITY I](#) (December 2016 / August 2017)
- [SUSTAINABILITY II](#) (September 2017 / April 2018)
- [SUSTAINABILITY III](#) (May / November 2018)

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How are back data registered?

The principle is very simple. When a form and / or questionnaire is returned, it is immediately recorded in chronological order of receipt under an unidentifiable number, in its reference category, and the original message is deleted. Thus, two returned documents can sometimes be listed under the same number in a different folder; they may also have different numbers if all partners did not return multiple documents at one time. After this stage of numbering, no document is identifiable.

So, when a partner recently wanted to know, after a circular raise, whether he had answered or not, we were not able to answer him.

What did we receive back over the two years of the project?

During last seminar in Saarbrücken as "Junior expert" [we presented data](#) about poor feedback among past two years and we reminded all partners that this procedure is mandatory from European Commission point of view through all its programmes. We also invested coordinating organization to be more involved (as they also gave very few feedback during last two years, it's very difficult to oblige partners to do something when you don't report yourself). In any case, it's possible to read about it in [Saarbrücken Minutes and Action notes](#) even if feedback minutes on Monitoring in this report is very poor.

FORM/QUESTIONNAIRE	EXPECTED	RECEIVED
MT On-site evaluation	17	17
IT On-site evaluation	17	16
MT Post-evaluation	17	6
IT Post-evaluation	17	9
ES Post-evaluation	17	13
DE Post-evaluation	12	0

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PROGRESS I	6	2
PROGRESS II	6	1
PROGRESS III	6	2
SUSTAINABILITY I	6	2
SUSTAINABILITY II	6	1
SUSTAINABILITY III	6	2

Analyses carried out

MALTA 2016.12 – from [Bull's eye method](#)

SICILY 2017.06 – from [on-site individual answers](#)

What happened to the “Bull’s eye” tool?

The evaluation method named "Bull's eye" is a very interesting support that allows to collect the feelings of the partners/learners individually and warmly, however it has its rules of use (isolated situation for each participant, completeness one by one). Openly, participants do not respect the rules (and it is not specific to the CAPTIVE project unfortunately) who go several to complete the tool; sometimes, it is the facilitators/trainers/coordinators who openly place the flipchart visible to all, so as to limit individual expressions.

Bull's eye tool in MALTA [Day 1](#) – MALTA [Day 2](#)

Then approach stopped as conditions were not there in regard of respect of rules.

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What about the lack of involvement of CAPTIVE project partners in the Monitoring process?

Remaining objective, it is possible to observe that the energies were present at project start (though already some partner were (and have remained) openly resistant to the process but energies were also quickly extinguished unfortunately, by lack of coordination may be but even more likely due to lack of synergy between partners that missed project dynamics.

The process of project development support remains interesting, which must be outsourced in relation to the project coordination and this was the case for CAPTIVE. But both approaches must operate in parallel and at the same speed, one relaying the other; there were a lot of missteps from this point of view that skewed the motivation process.

We strongly deplore the lack of involvement of some (permanent or not) participants who have had the opportunity to participate in international meetings. We also strongly deplore the lack of involvement of teams in responding to the periodic questionnaires that dealt for one with the development of CAPTIVE project and for the other, with the sustainable aspect of the activities implemented thank to CAPTIVE project.