

QUARTERLY MONITORING CHART (QMC)

(*hypothetical case about planning for advocacy programme*)

Overall Objective: Widespread participation of citizens in making decisions concerning their own future

Quarter 1 2 3 4 Year 2002

Immediate Objectives (<i>Drawn from the P4</i>)	Annual Activities (<i>From the work plan</i>)	Quarterly Achievements (Results) as per the activities		Effects/Changes noted <i>In relation to immediate objective</i>		COMMENTS ☺ ☹ ... Describe your own expression/assessment of each activity/objective
		Expected (as stated in the plan)	Actual (reality as noted after implementation)	Expected (as stated in the plan)	Actual (reality as noted after implementation)	
Objective 1	Activity 1 Activity 2 Activity 3					
Objective 2 Before end of 2005 people in 42 parishes in the district will voice their opinions more openly at community meetings without fearing intimidation from authorities. ↓	At least two public meetings in each parish per year raising awareness of and giving knowledge on citizens' rights.	One meeting in each parish conducted (total: 42).	Meetings were held in 36 parishes	People voice their opinions without fear	People participated with great interest but expressed fear (based on previous examples)	☹ The target of 42 meetings was not reached, 6 parishes did not succeed in holding meeting. However, the obstacles were only of a practical nature, and the remaining parishes will catch up. ☹ In 5 parishes, only the followers of the catholic church were invited for meeting. This misunderstanding <i>has</i> been corrected, and substitute meetings for all have been held within the quarter.
	Identify 2 candidates for paralegal training in each parish and train them before end of 2002. Biannual follow-up through small "5-parish meetings" for paralegals over the next three years.	2 candidates in each parish identified by inhabitants in parish. Content and terms of training explained in public.	72 candidates were chosen in the 36 parishes after thorough and public discussion	People go to their local paralegal to get advice and support if they feel intimidated	Not applicable.	☺ The idea of each parish to have one or two paralegals was widely and enthusiastically accepted.

<p><i>(continued)</i> ↓</p> <p>Before end of 2005 people in 42 parishes in the district will voice their opinions more openly at community meetings without fearing intimidation from authorities.</p>	<p>Involve authorities, not least local politicians, the police and the judiciary, in the campaign by:</p> <ul style="list-style-type: none"> • participation in awareness meetings; • participation in paralegal training; • sending reports about progress and invite for discussion. 	<p>Local police commander or judge of X court participates actively in 42 awareness meetings</p> <p>Inform local politicians and ask them to assist in 42 awareness meetings.</p>	<p>Police commander assisted in 25 meetings, judge 30 meetings (25 of them jointly with police).</p> <p>Politician assisted in 10 last meetings held in this series.</p>	<p>Community perceives local authorities and politicians as public servants and office holders.</p> <p>No abuse of power by authorities or politicians will be recorded by paralegals.</p>	<p>The meetings showed that people mistrust authorities and numerous examples of abuse were aired.</p>	<p>⊗ Despite the mistrust expressed, no one challenged the idea that authorities participate in meeting and that the end objective is end of abuse.</p> <p>It was difficult to get politicians to come, but they were convinced after a while when campaign got national attention in media. Authorities are positively interested in participating in the future.</p> <p>There have been no signs of attempts by authorities to co-opt the campaign.</p>
Objective 3	Activity 1					
	Activity 2					
	Activity 3					

NB: This table should be enlarged to accommodate legible writings inside

parts of its policy paper. The exercise will force the PAB and CO to clarify and specify overall and immediate objectives and to search for cost-effective means of attaining them. Moreover, it will be a good experience for partners and others visiting the office to see a QMC posted there. It demonstrates transparency and that MS swallows the same medicine that it recommends to others.

Since this is intended to be an interactive chart, MS suggests that the people involved in implementation of the activities update it as frequent as practical. It is, however, the users and owners of the QMC, the partners, who decide on this.

MS and the partner also use QMC for joint planning of a possible DW job. They turn the job description into an annual action plan, which is then broken down in quarters. The important thing is also here to outline the expected effects of the DW's work (*why* is the partner having a DW?).

An MS country or regional programme can benefit from using QMC to plan for and monitor how the total programme will accomplish central

The completed QMC chart represents the result of discussions among as many stakeholders as possible. It can be included in the Partnership Agreement, but most important is that it made public as a poster and put on the wall in e.g. the partner's office.

The partner management agrees on who should fill in the cells and how often they will update it after discussions. Normally the partner will choose quarters as periods, corresponding with the financial reporting for possible MS grants.

However, it may be more reasonable to choose other time intervals. A partner that works with agricultural activities may for example choose to follow a seasonal cycle.

