



PROJECT MANAGEMENT TOOLKIT - ADDITIONAL DOCUMENTATION

Available at: <http://www.fedcourt.gov.au/pjdp/pjdp-toolkits>



Toolkits are evolving and changes may be made in future versions. For the latest version of this Additional Documentation please refer to the website - <http://www.fedcourt.gov.au/pjdp/pjdp-toolkits>

Note: While every effort has been made to produce informative and educative tools, the applicability of these may vary depending on country and regional circumstances.

ADDITIONAL DOCUMENTATION


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Annex 1 PRESENTATION SLIDES: INTRODUCTION TO PROJECT MANAGEMENT AND THE TOOLKIT (TUVALU PILOT PROJECT)

**PACIFIC JUDICIAL
DEVELOPMENT PROGRAMME**

Project Management Toolkit Pilot - Workshop
3-5 March, 2015: Funafuti, Tuvalu

**Workshop Introduction &
the Project Cycle**
Session 1




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Session 1

**Introduction to the
Project Management Workshop**

- The PJDP - background to the Programme
- Aim, objectives, and approach
- Workshop agenda and the Toolkit
- Our expectations
- Pre-workshop survey




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Session 1

Aim

The aim of this Project Management workshop is to:

Support Tuvalu courts to become more self-reliant in leading, developing, conducting, monitoring, and reporting on projects for which they are responsible




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Session 1

Objectives

- Familiarise basic principles and practice of project management
- Develop understanding of selected tools or techniques for managing projects
- Provide a forum to discuss, share, and develop project management experience




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Session 1

Approach

To give participants a better understanding of project management concepts by:

- Introducing the *Project Management Toolkit*
- Providing opportunities for interaction and discussions on project management
- Undertaking practical exercises that are relevant to your work here in Tuvalu




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Session 1

Agenda

Time	Day 1	Day 2	Day 3
8:45-9:00	Opening	Housekeeping / Announcements	Housekeeping / Announcements
9:00-10:30	Session 1: Introduction	Session 5: Cross-cutting issues (Appraisal)	Session 9: M&E
10:30-10:45	Morning Refreshments		
10:45-12:15	Session 2: Identification Stage	Session 6: Planning & Implementation	Session 10: M&E (cont.)
12:15-1:15	Lunch		
1:15-2:45	Session 3: Design	Session 7: Check-lists	Session 11: Discussion & wrap-up
2:55-3:00	Afternoon Refreshments		
3:00-4:30	Session 4: Design (cont.)	Session 8: Reporting and Finance	Additional session (if needed)
4:30-5:00	Daily wrap-up	Daily wrap-up	




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Session 1

PM Toolkit

The Toolkit is a resource:

- For those implementing your court's development activities
- To manage others implementing activities
- Of project management tools




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Introduction

Why project management?

- Implementing your court's internal activities
- Implementing donor-funded activities
- Managing others implementing activities
- Devolution of responsibility → the future?




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Introduction

What is a 'Project'?

It is an activity with:

- A specific and defined objective / outcome
- Defined time period
- Managed by a team



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What is a *successful* project?

The project will be *successful* if it:

- Is *sustainable*
- Has real *results / impact / change*
- Is *effective* (delivers what was needed and what was promised)
- Delivers *quality services*
- Is completed on *time*
- Is completed within / under *budget*

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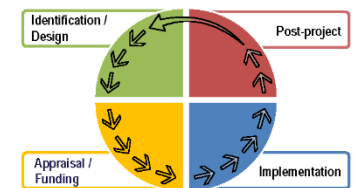
Project Cycle Key elements

What are the key stages / elements of the Project Cycle?

- Identification and design
- Appraisal of design and funding
- Project implementation
- Post-project activities

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Project Cycle (cont...)



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Project Management Toolkit Pilot - Workshop

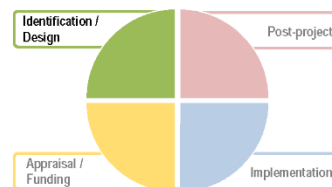
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Identification Stage

Session 2

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Session 2 Identification



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Session 2 Identification

Project Cycle - Identification Stage

To gain an understanding of:

- The *process* for identifying project needs
- What priority activities are planned in Tuvalu and to analyse one of these

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Session 2 Identification

What is a '*need*'?

A need is the difference between:

- What the current situation *is*; and
- What the current situation *should be*.

This is called the *performance or competence gap*

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Session 2 Identification

For example your court has:

A time standard that 90% of criminal cases must be disposed of within 3 months of registration.

This is the benchmark → what the current situation *should be*.

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Session 2 Identification

However:

Your case management data shows that 90% of criminal cases are disposed of in 6-9 months.

This is what the current situation *is* → the '*as is*' state.

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Session 2
Identification

The need / gap is?

There is a need to reduce the delay in the disposal of criminal cases by 3 to 6 months.

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Session 2
Identification

Remember:

Identifying 'the gap' is not enough - you must also identify the **reason for the gap**.

Only in this way will you be able to make sure that the solution(s) you identify will address your problem and its cause.

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Session 2
Activities in Tuvalu

Practical Exercises in this Workshop

- The workshop will use a range of exercises.
- The aim of these exercises is to develop:
 - your practical experience and skills
 - a project that is relevant to Tuvalu and that you can possibly implement

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Session 2
Activities in Tuvalu

In discussions with the Tuvaluan courts a number of needs were identified:

1. Island/Lands Court Judges' Orientation
2. Island/Lands Court Clerks' Orientation
3. Communication and IT skills development
4. Performance monitoring in Courts
5. Court-wide case management system

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Session 2
Activities in Tuvalu

Practical Exercise

Your court aims to develop a new project.

We, therefore, need to **analyse these needs** in more detail.

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Session 2
Activities in Tuvalu

Analyse identified needs:

1. Island Court Judges' Orientation Course
2. Island Court Clerks' Orientation Course
3. Court-wide case management system

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Session 2
Activities in Tuvalu

Practical Exercise

Discuss and **analyse a need(s)** in more detail. Note down what the:

- Situation **currently is**
- Situation **should be**
- What the **gap** between these is ('the need')
- **Reason** for this gap is

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Project Design Stage
Sessions 3 & 4

26

Sessions 3 & 4
Design

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Sessions 3 & 4
Design

Project Cycle: Design Stage

To gain practical experience in:

- Developing activities based on identified needs
- Designing the 'Elements of a Project' using a structured project framework

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Sessions 3 & 4
Design

Project design is the process of defining:

- The *Elements of a Project*
- How identified needs will be addressed (what will be done)
- How you will show you have achieved what you set out to do (monitoring & evaluation)

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Sessions 3 & 4
Design - Elements of a Project

1. Goal - the overall **change** that your project will **contribute** to.

Your project will only be one element in a range of activities that all work towards achieving the goal.

The goal, usually starts with: 'To ...'; or 'For ...'.

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Sessions 3 & 4
Design - Elements of a Project

An example:

The goal of the project is:

To provide accessible, fair and efficient services; delivering measurably improved justice outcomes for beneficiaries.

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Sessions 3 & 4
Design - Elements of a Project

2. Outcomes - what will be **achieved** by the project.

*The intended change(s) **resulting from its implementation** → What will be different by the end of the project?*

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Sessions 3 & 4
Design - Elements of a Project

3. Outputs - a tangible **product** or 'deliverable' produced by the project.

For example a new:

- Process
- Skill
- Policy
- Toolkit, etc.

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Sessions 3 & 4
Design - Elements of a Project

4. Activities - the tasks or actions required to achieve the outputs / deliverables.

Note: it is only at this level where the aims and learning objectives of a training workshop fit.

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Sessions 3 & 4
Design - Elements of a Project

5. Inputs - the resources required to implement an activity.

These can include:

- Funds
- Personnel
- Equipment
- Etc.

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Sessions 3 & 4
Design - Causality

Goal (more efficient court service delivery...)

↑

Outcomes (timely decision making...)

↑

Output (improved decision making skills...)

↑

Activity (decision making training...)

↑

Inputs (funds, trainers, ...)

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Sessions 3 & 4
Design - Causality

So we are trying to create a logical structure where the one Element of a Project *directly contributes to* the elements above it:

- If we hold decision making training →
Then we will improve decision making skills
- If we improve decision making skills →
Then decisions will more timely...

Sessions 3 & 4
Design - Exercise

Practical Exercise:

So - we now need to use the needs identified in the last session to **design a project** for Tuvalu

Sessions 3 & 4
Design - Exercise

Identified needs:

1. Island Court Judges' Orientation Course
2. Island Court Clerks' Orientation Course
3. Court-wide case management system

Sessions 3 & 4
Design - Exercise

Practical Exercise:

Step 1. Group discussion (20 min)

- Discuss and agree a draft Project Goal
- Discuss and agree a draft Project Name

Sessions 3 & 4
Design - Exercise

Practical Exercise:

Draft Project Goal:

Ke fakamaina te mafai ke pagatasi o avanoaga kite fono i galuegu fai kite lei mote mafai saukatoa i Tuvalu

(To provide fair and efficient justice services that improve access to justice in Tuvalu)

Sessions 3 & 4
Design - Exercise

Practical Exercise:

Draft Project Name:

Atiakega mo Fono Tulafono o Tuvalu

(Tuvalu Courts Development Project)

Sessions 3 & 4
Design - Exercise

Practical Exercise:

Step 2. Define Project Elements (30 min)

Using the needs you have analysed define your project's:

- 1 Outcome
- 1 or 2 Outputs
- 1 or 2 Activities

Sessions 3 & 4
Design

Exercise de-brief:

- Do all of your Elements of a Project fit together / support each other?
- What was the most difficult part to develop?

Sessions 3 & 4
Design

Matters that influence the quality of a design.

- Within our control -
 - Court policy and priorities
 - Quality of needs / information gathering
 - Quality of analysis
 - Relationships and communication
 - Quality of documentation

Sessions 3 & 4
Design

Matters that influence the quality of a design:

- *Outside of our control* -
 - Government / donor priorities and policies
 - Availability of funding for projects
 - Transportation / geography
 - Natural disasters

Sessions 3 & 4
Design

A project design develops:

- **Structure** → *Elements of a Project*
- **Approach** → 'How will we do it and show that we have succeeded?'
- **Resourcing** → 'What will we need to do it?'
- **Other considerations** → Cross-cutting issues; risks; lessons; ...

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**Cross-cutting Issues &
the Appraisal Stage**
Session 5

Session 5

**Cross-cutting Issues &
Project Cycle: Appraisal Stage**

To gain an understanding of:

- What are cross-cutting issues and why they are important
- What an appraisal is

Session 5
Cross-cutting Issues

What are 'cross-cutting issues'?

- They are issues or considerations that *affect all areas of a project*
- Within the PJDP, we focus mainly on:
 - Gender Equality and Equity
 - Human Rights
 - Sustainability

Session 5
Cross-cutting Issues

Gender →

- **Equality**: that there should be equal access to opportunities for all
- **Equity**: actions to enable equal access to opportunities

Session 5
Cross-cutting Issues

Addressing gender equality / equity in our projects and activities:

Requires the recognition that the beliefs and practices that exist in our countries and courts can be barriers to equality and equity

Session 5
Cross-cutting Issues

Human rights → the concept that all human beings are born equal in *dignity and rights*.

These rights are said to be:

- Applicable in all countries (universal)
- The same for everyone (egalitarian)
- Cannot be removed / taken (inalienable)

Session 5
Cross-cutting Issues

Sustainability → relates to need to promote:

The continuation of benefits flowing from a project or activity after its completion

Session 6 Cross-cutting Issues

Why are cross-cutting issues important?

The **role of courts** is enabling citizens to access justice so that they are able to seek remedies for injustice, protection of rights, and resolution of conflicts

Session 5 Cross-cutting Issues

Why are cross-cutting issues important?

As project managers we must ensure that the changes we achieve have an ongoing benefit to our courts and the citizens that they serve

Session 5 Cross-cutting Issues - Exercise

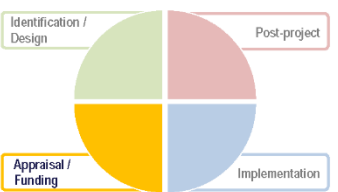
Practical Exercise:

Cross-cutting Issues (30 min)

Using the project activity you developed yesterday, in *1 paragraph* show how:

- Group 1: **Gender** issues are addressed
- Group 2: **Human Rights** issues are addressed
- Group 3: **Sustainability** issues are addressed

Session 5 Appraisal / Funding



Session 5 Appraisal / Funding

What is an appraisal (*iloiilo*)? It is:

- A check or assessment.
- Based on 'standard' criteria
- An assessment focussing on the design's:
 - Approach
 - Feasibility
 - Team and management

Session 5 Appraisal / Funding

Assessment of the **approach**:

- Are the goal → outcomes → outputs, etc. clearly defined and logical?
- Are they directly / clearly linked to the identified needs?
- Are the defined activities well structured?

Session 5 Appraisal / Funding

Assessment of **team and management**:

- Have team responsibilities been clearly defined?
- Do they have relevant experience?
- Are management structures suitable?
- Is proposed monitoring and evaluation (M&E) appropriate?

Session 5 Appraisal / Funding

Assessment of **feasibility**:

- Have cross-cutting issues addressed?
- Is the budget clear and appropriate to the proposed level of activities?
- Are the activities realistic in light of available resources?

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Activity Implementation
Session 6

Session 6
Planning & Implementation

Activity Planning and Implementation
Palani / te fakagaluegaga

To gain an understanding of:

- Planning / preparing for your planned activity
- What issues / problems may occur when implementing this activity and how you can respond

Session 6
Planning & Implementation


What are we going to do?

For the planned activity we will:

- Work through each step in an implementation timeline
- Discuss key tasks / actions that need to be undertaken at each step
- Discuss possible issues and how to address them here in Tuvalu

Atiakega mo Fono Tulafono o Tuvalu
Tuvalu Courts Development Project

Tuvalu



Session 6
Planning & Implementation


You plan to implement the:

Island and Land Court Judges' Orientation Course

- Who is your team for this project?
- Will this change depending on the project?

Session 6
Planning & Implementation

Activity - Timeline:



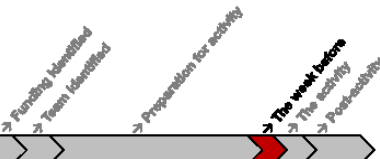
Session 6
Planning & Implementation

Preparations:

- What needs to be organised?
- Who needs to be organised?
- How long will these preparations take?

Session 6
Planning & Implementation

Activity - Timeline:



Session 6
Planning & Implementation

The week before → what still needs to be:

- Organised?
- Checked?

Session 6
Planning & Implementation

What happens if:

- The funds have not been received in the court's bank account?
- Communications in the week before the activity have been disrupted?
- Delay in the boat schedule so that the trip cannot proceed as planned?

Session 6
Planning & Implementation

Activity - Timeline:

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Session 6
Planning & Implementation

During the activity:

- What needs to be:
 - Organised?
 - Checked?

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Session 6
Planning & Implementation

What happens if:

- The hotel you have made bookings at has double booked 'your' rooms?
- Participant loses return boat ticket?
- Participant has a medical emergency during the activity?
- A possible cyclone has developed near Tuvalu and may disrupt return travel?

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Session 6
Planning & Implementation

Activity - Timeline:

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Session 6
Planning & Implementation

After the end of the activity:

- What are the main matters that you will need to do to properly wrap-up your *Island and Land Court Judges' Orientation Course*?

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Session 6
Planning & Implementation

What happens if:

- Departing boat / flight has been cancelled delaying the departures
- You have lost some of the receipts for workshop / activity expenditure?

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Session 6
Planning & Implementation

Activity - Timeline:

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Session 6
Planning & Implementation

Activity - Timeline:

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Use and Development
of Check-lists
Session 7

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Session 7 Check-lists

Development and use of check-lists

To gain an understanding of:

- What check-lists are
- Why they are useful
- How to develop a check-list

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Session 7 Project Management Tools

Purpose of project management tools:

- Assist in managing complex activities
- Focus on results
- Document processes
- Project tracking
- Communication

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Session 7 Check-lists

What is a check-list? It is a tool that:

Identifies in order
key tasks in a
procedure, process, or activity.

It also sets out timing, and
who is responsible for doing each task

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Session 7 Check-lists

What is a check-list?

Curriculum Development	Responsibility	Timing	Done
1. Hold discussions and define scope with leadership			
2. Draft aims & objectives for the training programme as a whole			
3. Draft schedule/programme in light of scope/aims/objectives			
4. ...			
5. ...			

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Session 7 Check-lists

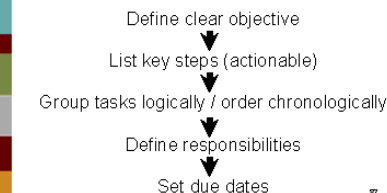
Check-lists help to:

- Enable more systematic decisions
- Creating a culture of discipline our work
- Improve communication and teamwork
- Let us focus on difficult / technical matters

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Session 7 Check-lists

Check-list development process:



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Session 7 Check-lists - Exercise

Practical Exercise:

Based on our discussion in the previous session, develop a detailed

Activity Check-list for one stage in the 'Activity Timeline'

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Session 7 Check-lists - Exercise

Developing a check-list:

- List *headings* / key activity areas
- Order these headings (1, 2, 3, ...)
- Make a *detailed list of tasks* under each heading
- Identify who should be responsible
- Include a deadline (if possible)

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Session 7 Check-lists

Using check-lists:

- Set reminders
- Cross off the tasks as you progress
- Communication:
 - Complex circumstances
 - Meetings: management & tracking
- Get feedback / keep improving

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Session 7
Check-lists - Assessment

Limitations:

- Can lead to reliance on a pre-defined management / communications processes
- Can lead to linear / 'blueprint' approach
- The list is as good as the drafter

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Session 7
Check-lists - Assessment

Benefits:

- Clearly defines a processes
- Helps manage complex activities
- Systematic → chronological
- Excellent for delegation
- Generally simple to develop

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**Effective Project Reporting
and Project Finances**
Session 8

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Session 8
Reporting & Finances

**Effective Project Reporting &
Project Finances**

To gain an understanding of:

- Key concepts for effective reporting
- Considerations when developing a report
- What financial management is
- Considerations when developing budgets,

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Session 8
Reporting & Finances

Aims of reporting / why do we report?

- Communication → share information
- Transparency → enable oversight
- Accountability → manage & monitor
- Planning → capture experience

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Session 8
Project reporting

Considerations for effective reporting:

- Always keep the report's purpose in mind
- Consider your audience
- Provide useful information
- Brevity and structure
- Add value
- Allow sufficient time from draft → final

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Session 8
Project reporting - exercise

Exercise - Project Completion Report:

Island / Land Court Judges' Orientation:

- Who are you reporting to?
- What topics / information will you include?
- What order should these topics be in?
- How much detail should you include?
- How long will it take to draft the report?

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Session 8
Project reporting

Basic structure for most reports:

- Table of contents / abbreviations
- Executive Summary
- Introduction
- Body
- Conclusion
- Annexes

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Session 8
Project reporting

Considerations for effective reporting:

- Always keep the report's purpose in mind
- Consider your audience
- Provide useful information
- Brevity and structure
- Add value
- Allow sufficient time from draft → final

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Session 8
Project reporting

The ultimate test of an effective report:

Will it be read?
[and provide necessary
information to the reader]

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Session 8
Project finances

What is 'financial management'?

It is accurate, transparent, and efficient management of project or activity finances.

That is:

- Budgets
- Expenditure management
- Acquittal and reporting

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Session 8
Project finances - Exercise

Practical Exercise:

For your activity:

- What *types of costs* are you likely to have for this type of activity?
- What *supporting documentation* will you need to provide collect?

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Session 8
Project finances - Exercise

Practical Exercise:

For your activity - what happens if you are:

- Likely to go \$1,000 over the budget you developed?
- Missing supporting documentation for \$8.22 of this activity's expenses?
- Is it different if this is for \$750?

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Session 8
Project finances

Importance of project finances and budgets:

- Value for money
- Planning effectively
- Managing expectations
- Enables effective reporting
- Performance measure and accountability

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**Project Monitoring and
Evaluation (M&E)**
Sessions 9 & 10

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Sessions 9 & 10
M&E

Project Monitoring and Evaluation (M&E)

To gain practical experience in:

- What project monitoring and evaluation is
- Developing a simple monitoring and evaluation framework
- When to develop and use a framework

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Sessions 9 & 10
M&E

What is Monitoring and Evaluation (M&E)?

- **Monitoring:** a regular assessment to see if a project is doing what it set out to do
→ *management / compliance focus*
- **Evaluation:** an assessment of the extent to which a project has achieved (or progressed towards) its goal
→ *change / 'results' focus*

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Sessions 9 & 10
M&E

Monitoring looks at:

- **Inputs** -
 - Have inputs been allocated as planned?
 - Were the inputs correct for the activity?
 - Were inputs sufficient to deliver the activity?
- **Activities** -
 - Were the defined activities appropriate to achieve the desired outputs?

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Sessions 9 & 10
M&E

Evaluation looks at:

- *Outputs* - have we achieved our outputs and did they contributed the outcomes?
- *Outcomes* - did we achieved our outcomes and did these contributed the goal?
- *Goal* - have we contributed to achieving the defined goal?

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Sessions 9 & 10
M&E - Elements of a Project

Elements of a Project:

1. Goal
2. Outcomes
3. Outputs
4. Activities
5. Inputs

Evaluation

Monitoring

110

Sessions 9 & 10
M&E

How do we monitor and evaluate a project?

We use a tool called a
Results Framework

(sometimes called a *Monitoring & Evaluation Framework* or *MEF*)

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Sessions 9 & 10
M&E - Results Framework

Project Elements	Indicators	Means of Verification	When	By Whom

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Sessions 9 & 10
M&E - Results Framework

Project Elements:

- These are taken from the design

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Sessions 9 & 10
M&E - Results Framework

Indicators:

- Are tools to measure whether a project has achieved its outputs, outcomes and contributed to its goal.

They enable us to show whether:

- *Project Elements* were correct
- Each *Project Element* contributed towards the elements above it

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Sessions 9 & 10
M&E - causality

Goal (more efficient court service delivery...)

↑

Outcomes (timely decision making...)

↑

Output (improved decision making skills...)

↑

Activity (decision making training...)

↑

Inputs (funds, trainers, ...)

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Sessions 9 & 10
M&E - Results Framework

Considerations when developing indicators:

- SMART Indicators
- Quantitative *or* Qualitative
- Subjective *or* Objective
- Triangulation

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Sessions 9 & 10
M&E - Results Framework

To enable comprehensive monitoring and evaluation, indicators need to be:

- Specific**
- Measurable**
- Attainable**
- Relevant**
- Time-bound**

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Sessions 9 & 10
M&E - Results Framework

SMART Indicators:

Specific - not too general. Focus on: *what, where, how, and who*

Measurable - focus on information that can be *counted, observed, analysed, or tested*

Attainable - *be realistic*. You must be able to collect the information (at reasonable cost)

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Sessions 9 & 10
M&E - Results Framework

SMART Indicators:

Relevant - need to directly *measure project-related change* to your outcomes and goal

Time-bound - *when measurement will happen* so you know if / when the goal, outcomes, etc. are achieved

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Sessions 9 & 10
M&E - Results Framework

PJDP Goal: Strengthened governance and rule of law ... through enhanced access to justice and professional judicial officers ...

PJDP Indicator: Perceptions of quality, professionalism, accessibility, efficiency and reliability of judicial services

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Sessions 9 & 10
M&E - Results Framework

Means of Verification:

- What data / evidence will you need to collect to support the indicator:
 - Surveys / questionnaires
 - Reports
 - Assessments
 - Court performance/case management data
 - Research

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Sessions 9 & 10
M&E - Results Framework

PJDP Indicator: Perceptions of quality, professionalism, accessibility, efficiency and reliability of judicial services

PJDP Means of Verification: Pacific Island Country courts and court users' surveys

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Sessions 9 & 10
M&E - Results Framework

When:

- Definition of timeframes - deadlines.
- This ensures that data is collected at the time(s) *when it is required*

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Sessions 9 & 10
M&E - Results Framework

PJDP Means of Verification: Pacific Island Country courts and court users' surveys

When: Mid-term and End-of-PJDP

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Sessions 9 & 10
M&E - Results Framework

By whom:

- Defines responsibility for collecting and reporting → this might be:
 - Individual / organisation
 - Project management team
 - Adviser / expert
 - External evaluator

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Sessions 9 & 10
M&E - Results Framework

When: Mid-term and End-of-PJDP

Who: Federal Court and Partner Courts

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Sessions 9 & 10
M&E - Exercise

Group Exercise:

Using the *Project Framework / Structure* we created on Day 1, develop a **Results Framework**.

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Sessions 9 & 10
M&E - Exercise

Group Exercise:

Step 1. Review Project Structure (10 min)

Make sure that the various *Project Elements* you developed in the design sessions are clearly and logically linked.

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Sessions 9 & 10
M&E - Exercise

Group Exercise:

Step 2. Develop a Results Framework (50 min)

Develop your framework using the Elements of a Project developed on Day 1.

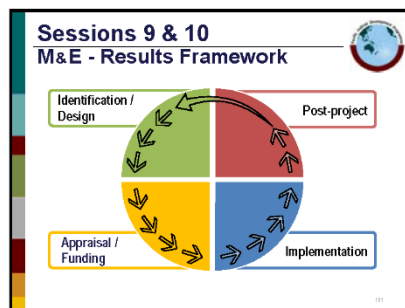
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Sessions 9 & 10
M&E

Wrap-up:

- At what stage of the project cycle do we **develop** the Results Framework?
- When do we **use** the Results Framework?

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Sessions 9 & 10
M&E

Results Framework is critical at all stages of the Project Cycle:

- *Design* → project logic; focus on change
- *Appraisal* → donors require one
- *Implementation* → supports our M&E
- *Post-project* → enable change to be shown
- *Project Managers / Courts* → helps achieve our aims / outcomes

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Sessions 9 & 10
M&E

Results Frameworks do have *weaknesses*:

- Lead to a 'blueprint' approach
- Hide flaws in the analytical process by giving the appearance of logic
- Causality is sometimes hard to show

If these limitations are recognised, it is a **very valuable project management tool**

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Toolkits are evolving and changes may be made in future versions. For the latest version of the Toolkits refer to the website - <http://www.fedcourt.gov.au/pjdp/pjdp-toolkits>.

Note: While every effort has been made to produce informative and educative tools, the applicability of these may vary depending on country and regional circumstances.



Pacific Judicial Development Programme

PROJECT MANAGEMENT TOOLKIT

PJDP toolkits are available on: <http://www.fedcourt.gov.au/pjdp/pjdp-toolkits>

