



PACIFIC JUDICIAL STRENGTHENING INITIATIVE

PJSI INCEPTION PERIOD COMPLETION REPORT

August 2016



**FEDERAL COURT
OF AUSTRALIA**



*PJSI is funded by the New Zealand Government and
implemented by the Federal Court of Australia*

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ABBREVIATIONS

- CJLF - Chief Justices' Leadership Forum
- FCA - Federal Court of Australia
- IEC - Initiative Executive Committee
- JLC - Judicial Liaison Committee
- LIF - Leadership Incentive Fund
- M&E - Monitoring and Evaluation
- NZ MFAT - New Zealand Ministry of Foreign Affairs and Trade
- PJDP - Pacific Judicial Development Programme
- PJSI - Pacific Judicial Strengthening Initiative



1.0 INTRODUCTION

This report provides a summary of progress made during the inception period (24 May - 31 August, 2016) by the Pacific Judicial Strengthening Initiative (PJSI). The report is submitted in satisfaction of Milestone 2 defined in the grant funding agreement between the New Zealand Ministry of Foreign Affairs and Trade (MFAT) and the Federal Court of Australia (FCA).

2.0 MOBILISATION

2.1 PROGRESS SUMMARY

In line with the Inception Period Work Plan the PJSI Team have mobilised the following:

1. Re-establishment of communications with counterparts, including; Initiative Executive Committee (IEC), Chief Justices, National Coordinators, regional training team members, national trainers, Judicial Liaison Committee, and regional partners / organisations. Additionally, initial contact was established with Chief Justice Gates, to discuss the potential / interest of the Fiji judiciary becoming involved in PJSI.
2. Ongoing coordination and communication with the Judicial Liaison Committee (JLC) comprising of representatives of the New Zealand and Australian judiciaries.
3. Recruitment and contracting of PJSI core team members and four key technical advisers, namely the; Orientation; Human Rights, Gender and Family Violence, and Accountability advisers.
4. Prioritisation of activities by partner courts and scheduling of implementation work plan for consideration at the Chief Justices' Leadership Forum (CJLF) in September 2016.
5. MFAT variation approved to recruit additional contextual and technical support for the Gender & Family Violence Output.
6. Development of the PJSI M&E Strategy, the Leadership Incentive Fund Guidelines, and adaption of management processes / procedures to align with the PJSI design.
7. Commencement of activity implementation, including: CJLF; IEC; Institutionalising Professional Development; Professional Development (Local Orientation); Leadership Incentive Fund; and detailed work planning for the Human Rights, Gender and Family Violence, and Accountability Outputs.
8. Design of the PJSI website to be officially launched at the upcoming CJLF.
9. Financial forecasting for the initial three years of PJSI implementation.

2.2 WORK PLAN

A key activity undertaken during mobilisation was to refine and clarify planning for the initial 24-months of PJSI Implementation. In line with the 24-month rolling planning approach defined in the PJSI design, the initial 12 months of implementation have been defined and scheduled in detail, with more tentative scheduling being developed for the subsequent 12-month period.



To inform this planning process, a prioritisation survey was distributed to all partner courts. The survey asked each court to rank key bi-lateral activities in light of which were the most beneficial and / or necessary for that jurisdiction. In addition, initial expressions of interest were also received with regards to: the Leadership Incentive Fund (LIF); and hosting of regional PJSI activities.

Based on the responses received, the PJSI Team allocated activities and resources in light of the following criteria:

- a) *Priority ranking of activities by each Partner Court* - with the aim of providing each partner court with support in at least one of its top 3 priority areas.
- b) *Balance of services* - allocating activities to partner courts that have not previously received support in that technical area under the Pacific Judicial Development Programme (PJDP).
- c) *Fairness in allocating resources* - in light of other support available to a partner court and planned PJSI support (i.e. where a partner court had only one adviser-led activity, these courts will receive prioritised support during the initial LIF application period).

In summary, the following activity allocations have been made for presentation to, and endorsement / refinement by, Chief Justices at the upcoming CJLF:

<i>Partner Court</i>	<i>Improving A2J (ER)</i>	<i>Local Orientation</i>	<i>Human rights</i>	<i>Gender & FV</i>	<i>Efficiency</i>	<i>LIF (Year 1)</i>
<i>Cook Islands</i>	✓			✓		
<i>FSM</i>	✓					✓
<i>Kiribati</i>			✓			✓
<i>Nauru</i>				✓ (pilot)	✓	
<i>Niue</i>					✓	✓
<i>Palau</i>				✓	✓	
<i>PNG</i>			✓			✓
<i>RMI</i>	✓	✓				
<i>Samoa</i>		✓				✓
<i>Solomon Islands</i>		✓	✓ (pilot)			
<i>Tokelau</i>					✓	✓
<i>Tonga</i>			✓	✓		
<i>Tuvalu</i>		✓		✓		
<i>Vanuatu</i>	✓			✓		

A detailed schedule of activities and indicative timing is found in **Annex A**.

2.3 ACTIVITY FROM WORK PLAN

During the Inception Period the following progress has been made towards the implementation of activities under the PJSI Work Plan (*note: only active outputs have been listed*):



Activity and Summary of Progress	Progress
Output 1: Regional Leadership	
Chief Justices' Leadership Forum & IEC Meeting: Preparations are currently being finalised for the CJLF (7-9 September) and IEC Meeting (10 September) in PNG.	On Target
Output 3: Leadership Incentive Fund	
Development of Leadership Incentive Fund Guidelines: the Guidelines have been developed and submitted to MFAT on 25 August, and will be officially launched at the upcoming CJLF in September 2016 (see Annex B).	Target achieved
Output 5: Professional Development	
Local Orientation Visit: In line with prioritisation consultations, initial discussions have been held with the Solomon Islands' Chief Justice and Chief Magistrate to identify suitable availability for the visit in late 2016.	On Target
Output 7: Institutionalising Professional Development	
Career Gateway and Pathway: The Institutionalisation Adviser, Dr. Livingston Armytage has been contracted, and a situation assessment of judicial service career development needs and opportunities, including establishing dialogue with prospective institutional providers is currently being finalised. Options papers are being prepared for presentation at the upcoming CJLF.	On Target
Output 8: Human Rights	
The Human Rights Adviser, Dr. Carolyn Graydon has been contracted, briefed and is preparing a work plan for implementation of the output. The Adviser will present an initial strategy at the upcoming CJLF.	On Target
Output 9: Gender & Family Violence	
The Gender and Family Violence Adviser, Dr. Abby McLeod has been contracted, briefed and is preparing a work plan for implementation of the output. Adviser will present an initial strategy at the upcoming CJLF. MFAT variation has been approved to contract a Gender and Family Violence Context Expert, Mr. Tevita Seruilumi, to provide additional technical support to the delivery of the output. Contract and briefings are currently being organised.	On Target
Output 11: Accountability	
Regional Leadership Workshop: The Accountability Adviser, Ms. Cate Sumner has been contracted, briefed and is currently preparing a Work Plan for implementation of the Output. The Adviser has begun preparations to present at the upcoming CJLF.	On Target

2.4 MONITORING AND EVALUATION

Aligned with the theory of change and Results Framework included in the approved PJSI design, an approach, methodology and plan to collect, analyse and report on PJSI performance data has been developed. This includes the framework and templates for contractually required periodic reports to MFAT.



2.4.1 Approach and Methodology

The **approach** to Monitoring & Evaluation (M&E) is to continually gather data to monitor progress and evaluate the extent to which PJSI's objectives and targets are being achieved and the impact that has on PIC court performance, and ultimately; court users. The approach rests on pragmatism and utilising PJSI's resources to draw out key data providing the best assessment of critical features of the Initiative's progress and results.

Data will be collected against all key indicators using a variety of means maximising available resources. Specific quantitative data will be collected from all PICs and analysed, but also aggregated to provide regional assessments. Qualitative data will also be collected from a variety of stakeholders including individuals within PIC courts along with individuals and representative entities external to the court. Advisory and periodic reports will be reflective and analytical in order to provide broader perspectives on progress, impediments, and refinements to the PJSI design over time.

Data to inform periodic reports will be collected using from the following sources:

- a. Baseline court user surveys (repeated at 2.5 years and at 4.5 years following commencement, the latter will occur should the Federal Court of Australia's (FCA) contract be extended).
- b. Feedback from Chief Justices at their periodic meetings.
- c. Progress survey completed by judicial and court officers (2.5 years and at 4.5 years following commencement, the latter will occur should the FCAs contract be extended).
- d. Data collected and reported against the Cook Island Indicators.
- e. Reports on the uptake, utility and results produced by Leadership Incentive Fund activities.
- f. Technical Adviser reports including reaction, learning and behavioural changes.
- g. FCA activity tracking documentation of various disaggregated data.

The **methodology** comprises the following steps:

- a. *Baseline*: Collect 'missing' baseline data by November 2016: *the percentage of court users who are satisfied with courts or consider them accessible, just, efficient and responsive*. This will occur through completion of surveys completed by individuals and entities external to PIC courts with in-depth and contemporary knowledge and understanding of the issues facing court users. It will later be complemented by survey data collected by select Technical Advisers who will conduct focus group discussions with community members in various PICs.
- b. *Monitoring*: Ongoing collection of progress monitoring data to assess the efficacy of PJSI's activities, their design and management.
- c. *Evaluation*: Periodic review of progress to make assessments about progress towards achieving PJSI outcomes, related to its efficiency, relevance, effectiveness, sustainability and impact. While a streamlined approach to M&E has been developed, evaluative data will be dense and voluminous. To assist, a data entry and analysis tool is being developed enabling the display of quantitative data to be graphic and qualitative data to be narrated succinctly.

2.4.2 Reporting

Report templates are being developed enabling the collection of important data to monitor and inform levels of progress. In addition to any necessary exception reports, reflective, analytical and informative periodic reports will be supplied to MFAT by the following dates:



Report	Deadline
Inception Report: including costed work plan, updated 24-month plan, and Leadership Incentive Fund Guidelines.	31 August, 2016
Progress Report: for period between signing the GFA-31 January, 2017	15 February, 2017
Annual Progress Report: including an updated Results Framework with full baseline data, a revised costed work plan, 24-month rolling plan for FY 2017-2018.	31 July, 2017
6-monthly Progress Report: including costed work plan, FCAs national and regional court user perception report, FCAs annual audit report	31 January, 2018
Annual Progress Report: including costed work plan, PJSI transition and exit strategy, 24-month rolling plan for FY 2018-2019.	31 July, 2018
6-Monthly Progress Report: including costed work plan, FCAs annual audit report	31 January, 2019
Completion Report	31 July, 2019

2.5 LEADERSHIP INCENTIVE FUND

The Leadership Incentive Fund (LIF) aims to support the achievement of national judicial development objectives aligned with the Pacific Judicial Strengthening Initiative's (PJSI) objectives. In doing so, the LIF is intended to strengthen local capacity to manage development activities locally.

A number of small grants will be available, averaged at 5 grants of up to AUD 10,000 per year and 2 grants of up to AUD 35,000 per year. Large grants will be accompanied by the provision to each successful partner court of two-weeks of project management and planning support by the PJSI Team. Grant Applications will be considered three times a year (September, March, and June), and will be assessed against the following criteria - how the proposed project:

- Addresses the court's identified development need/s.
- Contributes to *fairer societies* by supporting courts to *develop more accessible, just, efficient and responsive justice services*.
- Contributes to improvements in human rights, gender equity, and equality.
- Will undertake monitoring and measuring change at completion.
- Outcomes will be sustained over time.

The draft guidelines have been submitted to MFAT for approval prior to the launch of the LIF at the CJLF in September, 2016. Please refer to **Annex B** for the LIF Guidelines.

2.6 KEY COMMUNICATIONS

2.6.1 Counterpart Re-engagement

Building on relationships developed by the senior members of the PJSI Team during PJDP, key communications were initiated with all partner courts early shortly after the commencement of the PJSI contract on 24 May, 2016. PJSI was formally 'launched' in communication with the IEC and Chief Justices on 16 June, 2016, with follow-on communications undertaken with National



Coordinators, regional training team members, national trainers, Judicial Liaison Committee, and regional partners / organisations.

2.6.2 Initiative Executive Committee

Confirmation has been received from MFAT of the final composition of the PJSI Initiative Executive Committee (IEC), namely:

- *Chief Justice Palmer* - Melanesia Chief Justices' Representative and PJSI/IEC Chair
- *Chief Justice Ingram* - Micronesia Justices' Representative
- *Chief Justice Paulsen* - Polynesia Justices' Representative
- *Mr. John Kenning* - Lay Judicial Officer Representative
- *Ms. Fatima Fonua* - Court Officer Representative
- *Ms. Anna Pasikale* - Unit Manager, Human Development, Sustainable Economic Development Division, New Zealand Ministry of Foreign Affairs and Trade

The first PJSI IEC meeting is scheduled for 10 September, 2016.

2.6.3 New Zealand and Australian Judiciaries

Communications have been ongoing with both the New Zealand and Australian judiciaries have been ongoing, with two Judicial Liaison Committee (JLC) meetings being held (in December 2015 and February 2016) in the course of developing the PJSI design. The most recent JLC meeting was held on 26 July, 2016. Discussions included: confirmation of final committee membership; clarification of the role of the committee; a progress report on PJSI mobilisation; and opportunities for, and ways to maximise involvement of, Expert Judges and Expert Officers from New Zealand / Australia. An update to the JLC will be developed by the PJSI Team following the upcoming CJLF, and the timing for a further meeting will be set at that time.

Additionally, participation of Judge Doherty of the New Zealand District Court in the CJLF is being supported. Chief Justice Ingram and Judge Doherty will hold a joint presentation with at the CJLF on the International Framework for Court Excellence.

2.6.4 PJSI Website

The PJSI website is in the process of being finalised for launch at the upcoming CJLF. Post-September 2016, the website (www.fedcourt.gov.au/PJSI) will provide on-demand access for key documentation developed by PJSI, as well as background and progress information on the Initiative. Usage data will also be collected once the website is operational. Links to key PJDP documentation will also be enabled.

3.0 EMERGING RISKS AND OPPORTUNITIES

The PJSI Risk Matrix, as submitted in the approved PJSI design, has been reviewed. No new risks have been identified at this stage of implementation.

4.0 HEALTH & SAFETY ISSUES



New MFAT health and safety-related requirements align closely with the Federal Court of Australia’s approach developed in response to its internal and Commonwealth obligations. Required documentation has been submitted to MFAT, including a Health and Safety Acknowledgement Form; and the Court’s extant Travel Risk Management Manual. Furthermore, the Federal Court of Australia also provides pre-departure country travel briefings for all participants, advisers, and staff that comply with MFAT’s guidelines.

While active implementation of in-country activities has not yet commenced, the Federal Court of Australia will: closely monitor health and safety issues with regards to all staff and advisers during implementation; and report any incidences / ‘near misses’ as part of periodic progress reporting.

5.0 CONCLUSION

The PJSI Inception Period has allowed for key strategies to be developed on time and within budget; recruitment of resources to take place; re-engagement with counterparts to be established; needs of partner courts to be prioritised; and expenditure to be forecasted.

The PJSI Team is grateful for the direction and support of the region’s leadership in identifying partner courts’ priority needs in support of building fairer societies through more accessible, just, efficient and responsive court services.



ANNEXURES

- Annex A - Schedule of Activities and Indicative Timing
- Annex B - PJSI Leadership Incentive Fund Guidelines
- Annex C - Costed Work Plan (24 May - 31 August, 2016)



ANNEX A: SCHEDULE OF ACTIVITIES AND INDICATIVE TIMING

Activity Timing and Locations - Initial 24-month Rolling Planning Period (July 2016-June 2018)

as at 31 August, 2016

Regional Activities:

Activity	Indicative Timing (TBC)	Location (TBC)
1. 1 st Chief Justices' Leadership Forum	7-9 Sep, 2016	PNG
2. 1 st Initiative Executive Committee Meeting	10 Sep, 2016	PNG
3. Project Management and Evaluation Workshop	20-24 Feb, 2017	Vanuatu
4. 2 nd Chief Justices' Leadership Forum	3-5 Apr, 2017	Cook Islands
5. 2 nd Initiative Executive Committee Meeting	6-7 Apr, 2017	Cook Islands
6. Regional Certificate-level Training-of-Trainers Workshop	12-23 Jun, 2017	Samoa

Leadership Incentive Fund Activities:

Activity	Deadline
LIF Applications available for all PICs (depending on availability of funds - assessed on a 'first-in-first served' basis)	30 September; 30 March; 30 June

In-PIC Local Activities:

Activity	Tentative Timing (TBC)	Location (TBC)
National Leadership Output (all inputs aligned with Large-scale LIF grants)		
1. Local Project Management and Planning Visit #1	TBC	TBC
2. Local Project Management and Planning Visit #2	TBC	TBC
3. Local Project Management and Planning Visit #3	TBC	TBC
4. Local Project Management and Planning Visit #4	TBC	TBC
Access to Justice Output (Enabling Rights)		
1. Local Visit #1	5-16 June, 2017	FSM
2. Local Visit #2	5-16 Mar, 2018	Marshall Islands
Professional Development Output		
1. Local Orientation Visit #1	12-21 Oct, 2016	Marshall Islands
2. Local Orientation Visit #2	19-28 Jul, 2017	Tuvalu
3. Local Orientation Visit #3	9-18 May, 2018	Samoa



Activity	Tentative Timing (TBC)	Location (TBC)
Human Rights Output		
1. Piloting of HR resource / toolkit	6-17 Feb, 2017	Solomon Islands
2. Local Visit #1	21 Aug-1 Sept, 2017	PNG
3. Local Visit #2	9-20 Apr, 2018	Kiribati
Gender and Family Violence Output		
1. Piloting of GFV resource / toolkit	14-25 Nov, 2016	Nauru
2. Local Visit #1	6-17 Feb, 2017	Palau
3. Local Visit #2	16-27 Oct, 2017	Tonga
4. Local Visit #3	19 Feb-2 Mar, 2018	Cook Islands
Efficiency Output		
1. Local Visit #1	9-20 Oct, 2017	Niue
2. Local Visit #2	11-22 Jun, 2018	Palau

In-PIC / remote regional activities:

Activity	Tentative Timing	Location
National Leadership Output		
1. Remote Delivery Facilitation #1	Sept 2016-May 2017	Remote / Regional
2. Remote Delivery Facilitation #2	Jun 2017-May 2018	Remote / Regional
Localising Professional Capacity Building Output		
1. Mentoring / resource sharing with local trainers	Sept 2016-May 2017	Remote / Regional
2. Mentoring / resource sharing with local trainers	Jun 2017-May 2018	Remote / Regional
Institutionalising Professional Development Output		
1. Career Gateway: Local Visit #1	TBC	TBC
2. Career Gateway: Local Visit #2	TBC	TBC
4. Career Pathway: Local Visit #1	TBC	TBC
5. Career Pathway: Local Visit #2	TBC	TBC
Accountability Output		
1. Collection, analysis & publication of court performance data	TBC	Remote
2. Expand collection of data	TBC	Remote
3. Court User Perception Surveys	TBC	Remote
4. Data Management: collection, collation, analysis & reporting	TBC	Remote
Accountability Output		
1. M&E Assistance Local Visit #1	27 Mar-7 Apr, 2017	Cook Islands
2. M&E Assistance Local Visit #2	16-27 Apr, 2018	Auckland



Potential Contingency Activities and Partner Courts:

a. Criteria for re-allocating funds:

- **Availability of funds:** The larger the underspend / availability of funds, the more options can be considered, including prioritisation of additional regional and LIF activities
- **Strategic focus:** allocation to additional activities will take into account pre-existing partner court support, and the balance between regional-level and local-level support being provided by PJSI.
- **Partner Court's priorities:** to accommodate lower-level priorities identified in the prioritisation process (see the indicative list, below).
- **Balance and fairness:** to ensure that there is no duplication of PJDP / PJSI / other support being provided to a partner court.
- **Interest and availability:** to enable efficient implementation that accommodates partner court availability and PJSI capacity.

b. Potential Contingency Activities and Partner Courts (*note* - reallocation to regional activities will also be considered in addition to locally-implemented activities):

- **Efficiency:** Cook Islands; Tuvalu
- **Gender & FV:** RMI
- **Improving A2J (Enabling Rights):** Niue; Samoa
- **Local Orientation:** Kiribati; Nauru; Palau
- **Human Rights:** Nauru; RMI; Samoa



ANNEX B: PJSI LEADERSHIP INCENTIVE FUND GUIDELINES

Overview

The Leadership Incentive Fund (LIF) aims to support the achievement of national judicial development objectives aligned with the Pacific Judicial Strengthening Initiative's (PJSI) objectives. In doing so, the LIF is intended to strengthen local capacity to manage development activities locally. Five grants of up to AUD \$10,000 and two large grants of between AUD \$30,000 - \$35,000 will be available per annum over the PJSI's life. Large grants will be accompanied by the provision of two-weeks of project management and planning support. At direction of the Chief Justice and with the support of the National Coordinator, any partner court participating in the PJSI may apply.

Steps

Step 1: Submit an Expression of Interest (EOI): Outline the proposed activity/ies and objective/s. Your EOI should be a *maximum of 1 page* and should answer the following questions:

1. What activity/ies do you propose?
2. How the project will contribute to more accessible, just, efficient and responsive justice services?
3. What is the estimated amount of funding you will need for this activity?

EOI are accepted all year round and should be sent to claire.hammerton@fedcourt.gov.au. All EOIs will be reviewed by a Panel comprising members of the PJSI Management Team. Applicants will be notified in writing of the Panel's decision. Based on the PJSI's approval of the EOI, select partner courts will be invited to submit a more detailed Grant Application (see **Annex 2**).

Step 2: Submit a Grant Application: Grant Applications will be considered three times a year: The deadline for receipt of Grant Applications is 30 March, 30 June and 30 October each year. All applications will be reviewed by a Panel comprising members of the PJSI Management Team. Applicants will be notified in writing of the Panel's decision. Grant Applications are to be submitted electronically to claire.hammerton@fedcourt.gov.au. Each application will be assessed according to the following criteria. The Grant Application must therefore include details about:

1. The proposed activity/ies and their objective/s.
2. The court's development need/s being addressed by the project.
3. How the project will contribute to *fairer societies* by supporting courts to *develop more accessible, just, efficient and responsive justice services*.
4. How the project will contribute to improvements in human rights, gender equity, and equality.
5. The current situation and a process for monitoring and measuring changes in knowledge, attitudes or practice at the completion of the project.
6. How the outcomes of the project will be sustained over time.

Conditions

All successful grant applicants will be required to:

1. Ensure the project is overseen by a National Coordinator.
2. Enter into a funding agreement with the Federal Court of Australia.
3. Finalise all project activities within a maximum 6 months of funding being approved.
4. Report on all activities.
5. Successful large grant applications will be required to participate in a two-week targeted project management capacity development activity delivered locally by the PJSI team.



LIF Annex 1 - Scope of Leadership Incentive Fund Support

All activities need to align with the partner court's broader development goals, as well as with the goals of the PJSI.

Example areas of support include, but are not limited to:

- Implementation of one or more of the existing toolkits (including covering adviser fees).
- Development and facilitation of sub-regional workshops.
- Development of technical and capacity building resources for your court(s).
- Locally lead / facilitated training workshops.

In line with our MFAT obligations, under the Leadership Incentive Fund we **cannot** support:

- Infrastructure (including applications that only cover the cost of new computers for the judiciary).
- Activities where alternate funding sources may be available (for example conference participation).
- Staff salaries or general court operations.
- Gifts, koha, or alcohol.
- Cannot provide funds for an identical activity that was funded by the PJDP Responsive Fund.



LIF Annex 2 - Grant Application

The terms highlighted in **red font** in the LIF Grant Application Form, below, are defined and discussed in the Project Management (PM) Toolkit.

PJSI Leadership Incentive Fund - Grant Application	
Country Name, Court Name and National Coordinator Details:	
Project title:	
APPROACH ¹	
The issue/s and judicial development goal/ priority being addressed:	
Number of people affected: <i>(target group, plus beneficiaries)</i>	
Proposed Activity/ies: <i>(What are you planning to do and how will it address the aim?)</i>	Objectives: <i>(What will happen as a result of the activity?)</i>
What are the medium and long term outcomes expected from your project and how will these be monitored and evaluated? <i>(What difference will the activities make to those involved, the court, and community? Please include reference to how your project will address gender</i>	

¹ PM Toolkit: *Design* (Section 2.1.2, page 4)



<i>and human rights issues).</i>	
FEASIBILITY	
How will the outcomes live on after the project? ²	
What risks will be present and how will these be managed? ³	
BUDGET	
Is the full itemised budget is attached: (See Annex 3) ⁴	Yes / No
Is the Activity Checklist attached? (See Annex 4) ⁵	Yes / No
APPROVAL	
Approval of the Chief Justice	Signed: _____ Name: _____ Date: _____
Approval of National Coordinator and acknowledgement that you agree to oversee and be accountable / responsible for the project	Signed: _____ Name: _____ Date: _____

² PM Toolkit: *Sustainability* (Section 3.9.3, page 22)
³ PM Toolkit: *Risk Matrix* or Table (Tool 11, page 28)
⁴ PM Toolkit: *Key Steps in Developing a Activity or Project Budget* (Section 3.7, page 17)
⁵ PM Toolkit: *Checklists* (Tool 9, page 26)



LIF Annex 3: Example Budget Template - *Excel version of budget can be supplied*

Expense Items / Description ⁶	Number ⁷	Unit ⁸	Unit Cost ⁹	Total AUD ¹⁰	
				Court contributions ¹¹	LIF Grant contributions
Accommodation - In-country		day(s)			
Accommodation - Transit		day(s)			
Bank Fees / Transaction Charges		quantity			
Catering / Refreshments		day(s)			
Communications (telephone, email, postage)		quantity			
Fees / Salary (non-government funded staff, advisers / experts)		day(s)/month(s)			
Per diem (meals and incidentals allowance)		day(s)			
Stationery (general, photocopying, printing)		quantity			
Travel - International (flights, boats)		trip(s)			
Travel - Local (flights, boats, taxis)		trip(s)			
Travel - Incidentals (Medical / travel insurance, departure tax, visas)		trip(s)			
Venue (room hire, equipment rental)		day(s)			
Total:					
Exchange rate used: AUD\$1.00 =					
Source of exchange rate:					

⁶ Each heading can be broken down further if desired - example costs that can be included in the budget (if needed) are found in *Annex 12* of the PM Toolkit.

⁷ Insert total number of each 'unit', for example the total number of: flights, accommodation nights, etc.

⁸ The type of 'unit' may vary from project to project.

⁹ Insert the cost for each flight, night's accommodation, etc.

¹⁰ The total is calculated by multiplying the 'number' of units by the 'unit cost'.

¹¹ Court contributions are the elements which your court will contribution. Please give an actual/approximate value of what you are contributing. For example, if you have a venue within your courts to hold a workshop, your court contribution will be the cost that it would cost to hire a venue if you did not have access to one. Another example of in-kind contribution is people's time that will be put into this project that the LIF will not directly fund, for example the number of hours the National Coordinator will spend overseeing the project.



LIF Annex 4: Example Activity Checklist

Activity / Task	Person Responsible	By when / Deadline	Completed
1.			<input type="checkbox"/>
2.			<input type="checkbox"/>
3.			<input type="checkbox"/>
4.			<input type="checkbox"/>
5.			<input type="checkbox"/>
6.			<input type="checkbox"/>
7.			<input type="checkbox"/>
8.			<input type="checkbox"/>
9.			<input type="checkbox"/>
10.			<input type="checkbox"/>
11.			<input type="checkbox"/>
12.			<input type="checkbox"/>
13.			<input type="checkbox"/>
14.			<input type="checkbox"/>
15.			<input type="checkbox"/>
16.			<input type="checkbox"/>
17.			<input type="checkbox"/>
18.			<input type="checkbox"/>
19.			<input type="checkbox"/>
20.			<input type="checkbox"/>

