



Justice Centre Expansion Grant

Call for Proposal & Application Guidance

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Table of Contents

1. ABOUT MYJUSTICE	4
1.1 Background	4
1.2 Results framework	4
2. SCOPE OF PROJECT	5
2.1 Background	5
2.2 Project Approach	5
2.3 Geographic locations	7
3. GENERAL GUIDANCE	8
3.1 Eligibility criteria	8
3.2 Introduction & general rules including submission	8
3.3 Grants framework	9
3.4 Timeframe	9
3.5 Visibility	9
4. TEMPLATE A – TECHNICAL PROPOSAL	10
4.1 Section 1 – Introduction and project summary	10
4.2 Section 2 – Context and rationale	10
4.3 Section 3 Detailed project description	10
• 4.3.1 Project objectives	10
• 4.3.2 Project outputs	11
• 4.3.3 Project activities	11
• 4.3.4 Monitoring, evaluation and learning	12
• 4.3.5 Risks and challenges	12
• 4.3.6 Coordination	12
4.4 Section 4 - Budget	12
4.5 Section 5 - Project management	12
• 4.5.1 Participating organisations	12
• 4.5.2 Project team: roles & responsibilities	13
• 4.5.3 Names of key personnel	13
• 4.5.4 Management plan	13
4.6 Section 6 - Sustainability	13
4.7 Section 7 – Organisational capacity	13
4.8 Declaration	13
5. TEMPLATE B – FINANCIAL PROPOSAL	14
5.1 Introduction & general guidance	14
• 5.1.1 General guidance	14
• 5.1.2 Budget column guidance	14

5.2 Budget heading guidance	15
• 5.2.1 Project costs	15
• 5.2.2 Cross cutting costs.	15
• <i>Monitoring and evaluation</i>	15
• <i>Staff costs</i>	15
• 5.2.3 Cross cutting costs.	15
• <i>Equipment / Fixed assets</i>	15
• <i>Office expenses</i>	15
• <i>Staff travel</i>	16
• 5.2.4 Capacity Building	16
• 5.2.5 Other cross cutting costs	16
• 5.2.6 Audit	16
• 5.2.7 Overhead	16
5.3 Ineligible costs	16
6. TEMPLATE C – DUE DILIGENCE CHECKLIST	18
6.1 Introduction & instruction	18
7. EVALUATION OF PROPOSALS	19
7.1 How your proposal will be assessed	19
7.2 Next steps	20

1. About MyJustice

1.1 Background

MyJustice is a 4-year access to justice programme funded by the European Union and implemented by the British Council. Working together with local communities, MyJustice aims to have a lasting impact on the way disputes are resolved and justice is delivered, especially for the poor, vulnerable and marginalised. We follow three key principles

- MyJustice is **people-centred**, to encourage, trust and collaboration between communities, civil society, legal professionals and justice institutions
- MyJustice is **community-driven and locally led**, to empower communities to identify and deliver solutions to the challenges *they* face.
- MyJustice is **powered by evidence**, to build a deep understanding of what works in Myanmar, upon which locally owned solutions can be developed.

1.2 Results framework

MyJustice seeks to achieve the following objectives and results:

Overall Objective	Improve access to justice and legal aid for the poor and vulnerable, develop legal capacity of justice sector professionals and strengthen selected rule of law institutions to better fulfil their mandates.
Specific Objectives	<ol style="list-style-type: none">1. To improve access to both formal and informal justice systems especially for vulnerable groups in six regions/states in Myanmar;2. To strengthen the capacity of formal and non-formal justice service providers in 6 Regions / States in Myanmar.
Result Areas	<ol style="list-style-type: none">1: Increased capacity within communities to use and apply knowledge and understanding about their rights.2: Justice services are more widely available, of higher standard, and increasingly meet the needs of communities and their residents.3: Community based dispute resolution mechanisms increasingly utilise inclusive and accountable approaches and methods within the communities that they serve.4: Increased evidence and knowledge sharing to inform justice policy development and implementation.

The proposed project will primarily contribute to result areas 2 and 4 above.

2. Scope of Project

2.1 Background

In 2013, two Justice Centres were established to provide free legal assistance services in Yangon and Mawlamyaing with support from the British Council's Pyoe Pin Programme. The two Justice Centres and their additional satellite offices provide free legal representation primarily for the criminally accused, and legal advice on criminal, civil, and family matters. Their services reflect the reality in Myanmar that nine out of ten cases handled in the state court system are criminal prosecutions. Since their establishment, the centres have made considerable progress and impact in the delivery of legal aid services in a challenging political and operational environment, reaching a large number of people who would otherwise have been unrepresented in criminal prosecutions.

The experience of the existing centres also reveals the significant challenges of developing an effective and sustainable model of legal aid provision for the Myanmar context. Free legal services are distrusted by the public. Organisational development and managerial capacity are low, but are particularly needed in the new justice centres to ensure legal aid providers are able to provide high quality services, plan for future financial sustainability, and manage office growth and change. Case tracking and documentation remain weak, and capacity to analyse trends and impact very limited. Substantial capacity development in areas of substantive law as well as basic skills relating to litigation is also needed. More fundamentally, the essential role of defence lawyers – in the prevention of abuse by the state and in ensuring the provision of a fair trial – is not well understood by lawyers, clients, or government officials. Promoting greater understanding and acceptance of the role will be crucial not only to sustain interest and motivation of a nascent corps of 'public' defence lawyers in Myanmar, but more broadly to building public and state support for public funding of legal aid providers.

MyJustice will support the establishment of new justice centres which can begin to fulfil the role of public defenders in Myanmar's justice system. To enhance and deepen impact of their services, the new justice centres will also collaborate closely with complementary activities and services supported by MyJustice, as well as existing initiatives, resources, and networks which have been established by the British Council and other international and national organisations.

2.2 Project Approach

Through this project, MyJustice aims to promote **a community of practice around criminal defence** for the poor, **support capacity development for criminal defence** lawyers, and build on the experiences of the existing justice centres to **expand the availability of high quality indigent criminal defence services** in Myanmar.

MyJustice seeks a partner organisation to undertake the following activities:

- Establish new justice centres in at least four locations Myanmar. New justice centres will focus predominantly on providing high quality legal representation to the criminally accused, legal advice and paralegal services in criminal, civil, and family matters, and limited legal representation in civil cases.
- Develop a Myanmar Defenders programme, which through a series of trainings, exchanges, and networking events, will nurture the nascent but growing understanding of the role of defence lawyers in ensuring fair trials, and begin to build towards a critical mass of well-trained criminal defence advocates crucial to sustaining changes in legal practice over the long term in Myanmar.

New Justice Centres

The Partner will establish at least four new justice centres (4 main offices and additional satellite offices as feasible) in MyJustice's target locations. New justice centres will focus primarily on providing high quality legal representation to the criminally-accused, from as early as possible following the arrest, and through the final appeal, and providing legal advice and paralegal services in criminal, civil, and family matters. Limited legal representation in civil cases may be handled by the justice centres through an appropriate modality depending on the location of the centre and the availability of local lawyers who can competently handle the case.

Meaningful justice reform in Myanmar will require long-term sustainable support and on-going capacity development. For the new justice centres to sustain themselves, whether through funding from the government or from donor agencies, each new centre will be designed to be cost-effective, with a small staff, and will require significant support – including mentorship, training, and exposure to relevant international experience – to develop its leadership, management, and organisational capacities. The Partner will develop organisational policies and procedures for the centres, building on lessons learned by existing justice centres, and good practices recognized by Myanmar civil society and the donor community for the management of non-profit organisations. The Partner will design and deliver trainings and mentorship designed to build capacity of the centres' leadership and organisation capacities, with the intention that each of the justice centres' main offices will have sufficient capacity to operate independently of the Partner at the end of the project period.

The Partner will provide initial orientation and training for the lawyers of the justice centres, as well as the on-going skills development necessary to ensure that poor and vulnerable clients served by the centres' lawyers are provided with representation at a high standard. Skills development will begin with the initial regional trainings used to identify and recruit justice centre lawyers, and continue on a weekly basis for at least the initial months of operation. The Partner will support the justice centres' leadership to develop sustainable and realistic performance management goals, and support senior lawyers to effectively supervise the casework of junior staff and provide on-going legal skills development for centre staff.

The Partner will develop a training curriculum and practice manual for criminal defence litigation in Myanmar that is principally for the capacity development of the justice centres' lawyers, and that can also be shared with the broader Myanmar Defenders programme as well as bar associations and CSOs. Trainings for the justice centre lawyers are an opportunity to develop and refine curriculum and materials which may form the basis of the curriculum and manual. The creation of a Myanmar Defenders Curriculum and Practice Manual will provide lawyers with a comprehensive guide to effective criminal defence advocacy in the Myanmar context.¹ The curriculum and manual will contain practical advice on trial skills, building a defence effectively and ethically in light of Myanmar law, case law, and actual practice, limited reference to relevant international norms, and other information to help lawyers improve the quality of representation in the area of criminal defence. It will also serve as a practical and useful tool to promote defence practices of a high standard across the Myanmar legal community.

A robust system of case tracking and documentation will be established by the Partner to ensure that the justice centres, in addition to providing direct services to the poor, are also collecting and analysing evidence which can reveal trends and challenges in the justice system, contribute to the development of a nationwide policy on legal aid, and reflect the impact of legal aid in Myanmar. MyJustice is providing input to the design and piloting of a database within the existing justice centres; to the extent possible, the Partner will be also asked to provide feedback to its design. The Partner will ensure use of the database is integrated into the case tracking and information management strategies in the new justice centres, including but not limited to designing appropriate forms and office workflows to ensure timely and accurate input of relevant case data into the database.

¹ The partner is strongly encouraged to leverage existing toolkits and curricula developed for improving legal practice in Myanmar. These include, but are not limited to, the existing policies, procedures, and codes of conduct developed by the existing justice centres, USAID's Promoting Rule of Law Project's "Legal Aid Toolkit" which contains explanations of basic trial skills and templates for analyzing common cases, and the Rule of Law Centres' extensive curriculum which focuses broadly on building understanding of rule of law principles

The Partner will recruit and train paralegals operating out of the justice centres, who will provide a number of key functions, including initial intake of clients from detention facilities as well as walk-ins to the centre, frontline advice, assistance, and referral, and community outreach and awareness to promote understanding of rights and available services. Paralegals, closely supervised by a senior manager of the justice centre, will act as a key point of intake or referral to other organisations providing complementary services which existing clients and prospective clients may need, including health and psycho-social services, witness/victim advocacy, civil litigation and legal assistance where it cannot be provided through the justice centre.

Justice centres' main offices will be sited in relatively urban environments detailed below, in close proximity to as many township, district and high courts as possible. Satellite offices, managed by the main offices, may extend the geographic reach of justice centre services to peri-urban and rural townships. Depending on the caseload handled by the satellite offices, and community needs in neighbouring townships, the Partner may explore the possibility of further extending the reach of the justice centres through paralegal outreach events, mobile legal clinics, and additional satellite offices. To the extent that it is feasible, the Partner will ensure that the justice centres and their satellite offices collaborate and coordinate with other MyJustice programme activities.

In Myanmar, the experiences of the existing justice centres, as well as other rule of law initiatives, reveal a passion for legal aid among the legal profession, and a demand for more capacity building – especially amongst younger lawyers – to provide more meaningful representation for the poor. The development of a critical mass of well-trained criminal defence advocates is crucial to improving the legal landscape of Myanmar. Responding to this demand and in partnership with existing bar associations, legal networks, and civil society organisations, the Partner will establish a Myanmar Defenders community of practice, which will serve as a capacity-strengthening platform for indigent defence lawyers in Myanmar.

Through regional and national trainings, exchange and networking events, the Partner will create opportunities for learning and reflection across national experiences of indigent defence. The Partner will also design and conduct learning exchanges for justice centre staff and the selected Defenders within Myanmar (i.e., through visits to justice centres and other legal aid providers) and with defender programmes in other countries.

2.3 Geographic locations

To be considered for funding, applicants must deliver programming in the following locations, at minimum: **Mandalay District, Mandalay Region; Taunggyi District, Shan State; Taungoo District, Bago Region; and Hpa-an District, Kayin State.** Applicants may propose additional locations preferably clustered near the priority locations, so long as they can demonstrate that their proposal will deliver against the specified MyJustice results, and that there is a demonstrable need for the services offered.

3. General guidance

3.1 Eligibility criteria

To be eligible to apply for this grant, applicants must fulfil the following criteria:

- Be an established non-governmental organisation with experience of working with Myanmar lawyers.
- Be an established non-governmental organisation with demonstrated experience in motivating, training, mentoring and managing lawyers providing free criminal defence services to the poor
- Have relevant experience of delivering project services of a similar type, value and scale in Asia: applicants must demonstrate a minimum of two relevant project examples from within the last 3 years
- Only one application per organisation is permissible

In all cases, applicants will demonstrate a commitment to serving communities, particularly the poor and marginalised, in accessing justice, resolving disputes, and strengthening inclusion and equality.

- Demonstrate a willingness to work cooperatively and collaboratively with MyJustice as well as governmental, non-governmental, and development partners to holistically address justice needs
- Demonstrate essential organisational capacity to be able to deliver the services proposed

3.2 Introduction & general rules including submission

These guidance notes are designed to help applicants complete the proposal application templates provided for submitting their proposals. It is important to read these note before and during the process of completing the application. Failure to provide information as requested or in the requested format may lead to disqualification of the application.

Applicants are provided with three templates to complete:

- Template A: Technical proposal
- Template B: Financial proposal
- Template C: Due diligence checklist

Applicants are required to observe the specified **page limits** for each section of the technical proposal template. Applications which fail to respect set limits may be disqualified. Material presented which is beyond the specified limit will at any rate be discounted and not considered in the evaluation of the application.

All applications must be made using the templates provided. Template A must be completed using the Arial font type, 11 point.

Proposals must be submitted electronically to: myjustice@mm.britishcouncil.org by **17.00 Yangon time on Tuesday 7 February 2017. MyJustice will accept applications received at any time up to that date.**

If you have any questions regarding the submission of the proposal please contact us at myjustice@mm.britishcouncil.org until **1700 Wednesday 25 January 2017**. Questions will be answered electronically by **1700 Monday 30 January 2017**.

3.3 Grants framework

The MyJustice grant framework for this invited request for proposals comprises the following award:

Category	Specifications
Justice Centre Expansion Grant	<ul style="list-style-type: none">• Maximum of EUR 1.4 million <u>over two years</u>• Project timeline of 24 months• International NGOs eligible to apply• Multiple activity streams, operating in multiple locations

3.4 Timeframe

The Partner will be expected to begin implementation on the grant in early 2017, with a target of opening two new justice centres by June 2017.

3.5 Visibility

The Partner will be required to follow visibility and communications guidelines as directed by MyJustice in compliance with European Union and British Council requirements. Communications and publicity relating to the new justice centres will be managed by MyJustice in close collaboration with the Partner.

4. Template A – Technical Proposal

4.1 Section 1 – Introduction and project summary

Applicants must complete the summary information table in section 1 of the proposal. Where appropriate, this must include the names of all partners who will be involved in delivering this project.

Applicants should provide a maximum 100 word summary description of their intended project.

4.2 Section 2 – Context and rationale

This section contains four parts. The purpose of this section is for applicants to demonstrate that their project has been designed to address **specific justice issues** and challenges which they have identified in specific locations. In providing responses, applicants are encouraged to present their understanding in much more specific language than (for example): “people do not know their rights”; or “people do not trust the courts”, etc. Applicants must also identify the specific beneficiary groups that their work will most help (for example: factory workers who do not belong to unions; or ethnic minority people who do not hold civil documents; or farmers who do not understand land registration and ownership processes; or women who have suffered from domestic violence, etc).

Applicants should describe the key stakeholders that their project will interact with beyond the main beneficiaries – for example the Ward and Village Tract Administrator; or the Township Administrator; or the Law Officer and the Township Courts; or local multi-stakeholder forums; or the social services; or NGOs providing psycho-social support services, etc. Applicants should explain any challenges that this might present to them?

Finally in this section, applicants are asked to provide information about the stakeholder groups that have been consulted with in the design of the project. Which user groups of your proposed services and activities have been given the chance to have a voice?

4.3 Section 3 Detailed project description

This section is the core of the proposal and applicants are advised to give very careful consideration to describing their project.

4.3.1 Project objectives

The project will contribute most significantly to activity defined by **MyJustice Result Area 2: Justice services are more widely available, of higher standard, and increasingly meet the needs of communities and their residents.**

The project’s overall objective is **to increase the availability of well-trained lawyers systematically providing free legal representation to poor and marginalized people accused of crime in Myanmar.**

Applicants should describe the specific objectives of their project. This should be limited to 2-3 higher level objectives that can realistically be achieved by the project. The objectives must be specific and should address the problems identified in the previous section. An example of specific objective is:

Women in the project locations more fully understand what their options are for pursuing justice if they are discriminated against or abused in their workplace.

or

Increase in the proportion of farmers in the project locations understand and complete land registration documents correctly.

or

More children in the project locations are supported by paralegal services following arrest or detention.

Applicants are encouraged to avoid general descriptions such as “more people will know their rights” or “there will be stronger rule of law policy”, etc.

4.3.2 Project outputs

Applicants should describe the specific outputs that their project will deliver. The proposal template has provided for up to four outputs to be described. Applicants are free to present more or less than four outputs, but are guided that four is a manageable number of outputs.

Applicants are reminded to be specific when describing their outputs, and to avoid general language such as “there will be rule of law” or higher level objectives such as “policy will be improved”. Outputs must describe in clear terms what your project will deliver. For example:

450 women working in garments factories in Hlaing Tharyar are trained in their specific employment rights

or

600 farmers in 6 townships trained in current land laws and land registration processes

or

20 people in 2 townships are trained and mentored as specialist juvenile paralegals

4.3.3 Project activities

Applicants are asked to describe in detail the activities they will design and deliver to achieve the outputs. Again, applicants are encouraged to be as specific as possible in their descriptions. If describing a training, say who and how many will be trained, in what, how often, and who will deliver the training. If training materials, or other awareness-raising materials will be developed, describe this as a separate activity, describing what exactly will be developed, and how. Applicants may add as many activities and sub-activities per output as they like, within the overall page limits set.

In section 3.4 applicants are required to present a matrix of the outputs, main activities, and the monitoring indicators that you will use for the output. Applicants should identify at least 3 indicators that they will measure per output.

In section 3.5 applicants are required to complete a timeline of the main project activities listed in the previous sections and which are presented in the financial proposal, Template B. Applicants are free to add lines as necessary.

4.3.4 Monitoring, evaluation and learning

Applicants are required to present details of how they will monitor and evaluate their project, and how they will use learning from the project. In this section, applicants should:

- Describe the monitoring & evaluation (M&E) systems and tools that will be used
- Describe how the project's baseline will be measured
- Describe how M&E data will be used
- Describe how data will be disaggregated to reflect the reach of the project to disadvantaged and vulnerable groups
- Describe what resources and personnel will be allocated towards collecting and analysing M&E data
- Describe how you will measure whether the project has been successful (ie met its specific objectives)?

4.3.5 Risks and challenges

Applicants should set out what the main risks and / or challenges to successful delivery of their project are. These should be risks and challenges that the applicant can manage, or influence. If the risk or challenge to the project is beyond the scope of the applicant to manage, the applicant should consider whether the design may need to be changed.

4.3.6 Coordination

There are many organisations in Myanmar developing and delivering work in the rule of law, good governance, and human rights. If people and organisations work closely together then the impact of our collective work will be increased. Applicants should describe how their project fits with the work others in the locality are delivering, and how they will coordinate their activities with others' work.

4.4 Section 4 - Budget

Applicants are required to provide a summary budget of their project, and a detailed budget breakdown, which should be completed after they have developed the full financial proposal using **Template B – Financial Proposal** (see guidance notes in section 4 of this document).

4.5 Section 5 - Project management

In this section, applicants must describe the organisations and the personnel that will be involved in the delivery of the project.

4.5.1 Participating organisations

Applicants must describe the specific role assigned to each partner named in the summary data table in Section 1 of the Proposal. If there are no named partners, applicants may leave this section blank

4.5.2 Project team: roles & responsibilities

Applicants must describe the roles and responsibilities of the key members of staff, including international staff as appropriate, assigned to deliver the project. Describe with clarity who will do what. Also describe any staff positions that will be hired to fulfil this project. Also include a project team organisation chart.

4.5.3 Names of key personnel

Applicants should present names and brief details of the experience of the key personnel who will deliver the services, including the project's leader, or director.

4.5.4 Management plan

Applicants must present a clear description of the management arrangements that they will put in place to manage the project. This should give consideration to:

- How the project's technical work will be managed and overseen
- How quality of delivery will be managed
- How the project finance and reporting will be managed and quality assured
- How the performance of the project team will be managed

4.6 Section 6 - Sustainability

In this section applicants are required to describe how they will build the capacity of smaller national organisations, national staff and communities that they are partnering with for the delivery of their project. Applicants are also invited to describe other measures they will take to contribute to the sustainability of the project idea beyond the lifetime of the funding.

4.7 Section 7 – Organisational capacity

Applicants must complete **Template C – due diligence checklist**. Guidance notes are provided in Section 5 of this document.

4.8 Declaration

The application must be signed and dated (electronically is acceptable) by someone with the authority to submit the proposal and to enter into contact negotiation with MyJustice.

5. Template B – Financial Proposal

5.1 Introduction & general guidance

The budget spread sheet (**Template B**) must be completed and submitted with your application. It is strongly recommended that these instructions and guidelines are read before completing Template B.

5.1.1 General guidance

- Present each cost related to your activities against the most relevant section of your budget.
- Provide an explanation for each cost which includes the method for determining the cost in the corresponding section of the Budget Notes tab. If you create new lines in the Budget, you must create corresponding lines in the Budget Notes tab.
- All costs should be in USD. For converting costs from MMK to USD please use the rate of **1,236.52**
- The budget must be submitted as an MS Excel spread sheet (not an Adobe PDF file)
- Do not change or delete formulas in cells which contain formulas.

5.1.2 Budget column guidance

- Column A contains a reference number (Budget Line Item). You will need to add new reference numbers if you create new lines.
- In column B under each 'Activity' enter a description of the associated costs for that particular activity in the blank cells. New lines can be added under the Activity for additional costs, if required.
- Do not enter a figure into Column C. This is an automated cell.
- In completing columns F to H and K to M:
 - **unit** refers to the measurement or type of unit e.g. per workshop, per day, per flight
 - **no. of units** refers to the number of units being costed
 - **unit cost** refers to the cost of each unit.

e.g. For an Activity cost description of 'Workshop venue and catering':

unit = per person

no. of units = 50

unit cost = (eg) 30 USD

Columns E and J relate to Allocation. These columns can be used where the MyJustice grant will only cover a percentage of a particular cost. This might be the case if for example a particular cost is to be split between the MyJustice grant and another funding source or the organisation's own operating budget. In this case enter the percentage of the cost which the MyJustice grant will cover. Please note that all allocation percentages must be clearly justified in the 'Budget Notes' tab.

For Staff costs these columns **must** be completed for each member of staff listed. For all costs apart from staff costs, only complete Columns E and J where applicable.

5.2 Budget heading guidance

5.2.1 Project costs

In this section costs relating to specific activities should be input. This may include costs such as the cost of workshop venue and catering, workshop materials, participant travel and consultancy.

If necessary you may create or remove Output and Activity lines in your budget depending on the number of Outputs and Activities that the programme will deliver. You may also create or remove cost lines below each Activity depending on the number of costs associated with the particular Activity.

In Column B you should add a description of the cost in the empty cells provided next to the activity number.

5.2.2 Cross cutting costs.

Monitoring and evaluation

All M&E related activity should be detailed in this section. Create lines as required.

Staff costs

Only members of staff that are directly working on the programme can be included in Staff costs. Do not include consultancy fees, temporary services and other fees for services here. These should be detailed under the relevant Activity.

The allocation columns E and J must be used for Staff costs. The allocation percentage is determined by the percentage of time allocated to the project for each member of staff. For example, a member of staff may work half of their time on this project and half of their time on other activities which are not related to MyJustice. In this case enter 50% in columns E and J. If a member of staff will work 2 days per week, enter 40% in columns E and / or J.

Columns F, G and H, and Columns I, J and K can be completed as follows:

- **Unit:** per day/week/month
- **No. of units:** In this cell enter the total number of days, weeks or months that the member of staff will work in the grant period.
- **Unit cost:** Enter the daily, weekly or monthly salary.

In these columns **do not** reduce the unit/no. of unit/or unit cost for staff who will only work for a percentage of their time on this programme. Only the allocations columns E and J can be used for this purpose.

Create a separate line for each member of staff that will be charged to the grant. Please include the role title of the member of staff.

5.2.3 Cross cutting costs.

Equipment / Fixed assets

In this section include the cost of equipment purchased for the purposes of the project. Individual pieces of equipment which have a value below \$1,000 should be detailed in the Office expenses section. Each piece of equipment costing \$1,000 or more should be listed separately in the Equipment/Fixed assets section with the unit price indicated.

Office expenses

Office expenses may include a reasonable contribution towards office rent and utilities. Clear justification will need to be provided in the Budget Notes tab for the size of the contribution. Please list office rent and utilities separately.

Other direct costs such as stationery, communications and printing should be charged here, with new lines created where the cost is significant.

Staff travel

This section of the budget is intended for programme related staff travel only. Separate cost lines are required for transport, accommodation, per-diem and other travel related expenses. In establishing the unit costs the organisation should follow their staff travel policy. Travel for participants of workshops, or consultants etc. should be charged under the relevant activity line. Note that all staff air travel must be at economy class

5.2.4 Capacity Building

All activities relating to capacity building should be detailed here. Each cost should be detailed on a separate line. This could include items such as external training for the applicant's staff. Ensure that each cost has a clear justification described in the Budget notes tab. Items such as capacity building training of partner organisations should be included in the project costs (activities) section.

5.2.5 Other cross cutting costs

Other cross-cutting costs which you identify as part of your project budget can be detailed in this section. Add or delete lines as required.

5.2.6 Audit

The Partner will be required to contract an external auditor to carry out an independent audit of the project accounts on an annual basis. MyJustice will provide a list of approved auditors. The cost of the audit should be included in Other cross-cutting costs. The amount that should be budgeted for each annual audit is 4% of the relevant annual budget.

5.2.7 Overhead

This budget table will also automatically calculate a 7% overhead allowance based on the budget. This figure is the maximum overhead amount that can be claimed. The combined value of the budget and the overhead must not exceed the maximum grant value. The overhead can cover indirect staff costs, administrative expenses and other indirect expenses.

5.3 Ineligible costs

The following costs are not eligible under the MyJustice grant:

- Loans to staff and others
- Debts and provisions for losses
- Interest owed
- Items already financed in another framework or funded by other donors
- Purchases of Land or buildings
- Construction work (no including minor renovation and refurbishment)
- Cost incurred before and after the official grant period (unless permitted by a Special Condition or otherwise noted in the grant agreement or correspondence)
- Expenditure in excess of the grant amount.
- Entertainment, amusement, social activities, ceremonials and related costs including meals, accommodation, rentals, transportation, and gratuities

- Bribes, contributions, donations, or gifts to individuals or organisations including tips and under the table payments
- Compensation to individual employees that is not reasonable for the services rendered or that does not conform to the established policy of the organisation
- Bad debts and related collection and legal costs
- Fines or penalties resulting from violations of, or failure to comply with local law
- Goods and services for personal use of employees (e.g. personal travel, personal calls)

6. Template C – Due Diligence Checklist

6.1 Introduction & instruction

Template C - due diligence checklist will be used to understand the organisational capacity of your organisations. Please complete as fully as you can, paying attention to attach and submit the requested / required documents.

7. Evaluation of proposals

7.1 How your proposal will be assessed

Proposals will be assessed by a panel consisting of MyJustice and external personnel. This panel will meet within one week of the submission of proposals and will make recommendations to the Selection Panel for their final decision.

Project proposals will be assessed against a mix of technical and financial criteria, as described in the matrix below.

Criteria	Score
<p>1. Context & Rationale</p> <ul style="list-style-type: none"> Is / are the issues and problems that the project aims to address well developed and specific? Has evidence been used to define the problems? Are the beneficiary groups of the intended project clearly identified and specified, with a rationale behind the choice? Will the project lead to greater inclusion of and access to justice for marginalised or vulnerable people? Is it clear which other stakeholder groups will be engaged in the delivery of the project? Is there evidence that the application has been made with the consultation of the stakeholder groups who will be the beneficiaries of the project's services? 	10
<p>2. Detailed project description</p> <ul style="list-style-type: none"> Are the specific objectives of the project well developed and sufficiently specific and achievable? Are the project's outputs logical, well developed, specific, achievable and well suited to achieving the specific objectives? Are the project activities clearly described and logical for the achievement of the project outputs? Are the project activities specific about what will be undertaken? Is there sufficient detail about what activities will be carried out, and is there an appropriate mix and level of activity to achieve the project's outputs and specific objectives? Is there a clear and logical activity matrix and timeline for the delivery of the activities? Are there some logical and well thought through indicators in place for the project, and is the M&E plan sufficiently strong and clear? Are the risks and challenges identified specific and manageable, and is there evidence of strong approaches to managing the risks? Does the proposal outline clearly how the project will interact and coordinate with others doing similar work? 	30
<p>3. Project management</p> <ul style="list-style-type: none"> Is it clear what each participating organisation will do in the delivery of the project? Are the roles and responsibilities of the main team members well defined? Are the named personnel adequately knowledgeable and experienced to deliver the tasks assigned to them? Is there a well developed, clear, logical management plan that will support the delivery of the project? 	20
<p>4. Capacity building & sustainability</p> <ul style="list-style-type: none"> Does the proposal include strong strategies for building capacity of local participants and partners? 	25

<ul style="list-style-type: none"> Does the project feature other measures for building local ownership and sustainability? 	
<p>5. Financial Proposal</p> <ul style="list-style-type: none"> Does the budget demonstrate value for money – is it reasonable for delivering the activities described in the proposal? Is the budget clear, containing all information required? Is the financial proposal accurate? Does the financial proposal match the description of the project activities in the technical proposal? Is there a favourable split of budget expenses across staff, project activities, and expenses? Is the cost of overall overheads acceptable? Is there a good allocation of project funds (5%+) for monitoring and evaluation? 	15

7.2 Next steps

MyJustice will communicate the outcome of the evaluation within three weeks of the deadline for submission of applications. It is possible that we will want to hold discussions and negotiations with successful applicants and further details will be shared about this once evaluations are complete.

