

JUDICIARY OF ZANZIBAR



ZANZIBAR JUDICIARY MODERNISATION PROJECT

(Zi-JUMP) (P500588)

PROJECT OPERATIONAL MANUAL (POM)

AUGUST, 2024

ABBREVIATIONS

ADR	Alternative Dispute Resolution	PA	Project Accountant
APP	Annual Procurement Plan	PAD	Project Appraisal Document
AWPB	Annual Work Plan & Budget	PBZ	Peoples Bank of Zanzibar
CCA	Chief Court Administrator	PC	Primary Court
CAG	Controller & Auditor General	PDMU	Procurement and Disposal Management Unit
CJ	Chief Justice	PDO	Project Development Objectives
DA	Designated Account	PMU	Procurement Management Unit
DMC	District Magistrates Court	POM	Project Operations Manual
DPR	Department of Planning and Research	PP	Procurement Plan
EoI	Expression of Interest	PR	Public Relations
ESMF	Environmental and Social Management Framework	PPSD	Public Procurement Strategy Development
ESCP	Environmental and Social Commitment Plan	PPDPAA	Public Procurement and Disposal of Assets Act
ESSs	Environment and Social Standards	PWD	People with Disabilities
ESIA	Environment and Social Impacts Assessment	RF	Results Framework
FM	Financial Management	RMC	Resident Magistrates Court
GBV	Gender-Based Violence	RGoZ	Revolutionary Government of Zanzibar
HC	High Court	SC	Steering Committee
HCR	High Court Registrar	SEA	Sexual Exploitation and Abuse
IPV	Intimate Partner Violence	SEP	Stakeholders Engagement Plan
GPN	General Procurement Notice	S.M.A.R.T.	Specific, Measurable, Achievable, Realistic, and Time-bound
GRC	Grievance Redress Committee	STEP	Systematic Tracking of Exchanges in Procurement
IPF	Investment Project Financing	ToR	Terms of Reference
IA	Implementing Agency	TZS	Tanzania Shilling
ICB	International Competitive Bidding	URT	United Republic of Tanzania

ICT	Information Communication Technology	US\$	United States Dollar
IDA	International Development Association	WB	World Bank
IFR	Interim Financial report	ZNDV	Zanzibar National Development Vision
JIMS	Judiciary Information Management Systems	ZPPDAA.	Zanzibar Public Procurement and Disposal of Assets Agency
JoZ	Judiciary of Zanzibar	BOT	Bank of Tanzania
JRDU	Judiciary Reform Delivery Unit		
LAS	Legal Aid Services		
LD	Late Delivery		
LMP	Labour Management Plan		
M&E	Monitoring and Evaluation		

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SECTION ONE: INTRODUCTION

1.1 BACKGROUND AND CONTEXT

The Judiciary of Zanzibar (JoZ) is implementing reforms to enhance performance in the delivery of justice services. The reforms are a long-term ambition to promote efficiency, enhance access to justice refurbish the image of the Judiciary, and make it a more competent, reliable, well-resourced, and self-assured institution. Enhancing Judiciary performance in Zanzibar goes in line with ongoing broader national development initiatives to which the Zanzibar Judiciary has an obligation to contribute meaningfully, as custodian of justice. Among key national development initiatives is Zanzibar National Development Vision (ZNDV) 2050, which aims to achieve Upper Middle-Income Status for Zanzibar, prioritizing human and economic development in an inclusive approach. The ZNDV 2050 is shaped by four pillars, and, Pillar 4, ie, Governance and Resilience, has a strategic direction that includes 'Upholding transparency, accountability, and the rule of law in government and society, supported by an efficient and competent bureaucracy for public service delivery'.¹

The Judiciary reforms are strongly supported by the RGoZ, with shared aspirations for a fair and well-functioning Judiciary, which becomes 'an essential prerequisite for other elements of good governance to succeed, a driver of foreign investment and pro-poor economic growth.'²

Conversely, Judiciary reforms in Zanzibar are also supported by 2 key elements which are, i) Aspirations in ZNDV 2050, among which Aspiration 4.4.4 calls for a strong civil and criminal justice framework and infrastructure, with highly accessible legal services for all under an effective judiciary system, including a focus on child justice through community rehabilitation programs for child offenders³ and, ii) aiming for the Vision in Judiciary Strategic Plan IV (2024/25 – 2028/29), which outlines for Judiciary, 'an institution that ensures efficient, timely, accessible justice for all'⁴

¹ Zanzibar National Development Vision (ZNDV 2050)

² PO CLA PS GG- Report On The Consultative Process In Developing The LSRP 2, November, 2021.

³ ZNDV 2050 Pillar IV, Governance and Resilience - Aspirations

⁴ Judiciary of Zanzibar Strategic Plan IV, (2024/25 – 2028/29), December, 2023

In furthering the reforms at the Judiciary, the World Bank through consultations with the Revolutionary Government of Zanzibar (RGoZ) has agreed to support funding a Zanzibar Judiciary Modernization Project⁵ which stands to become one of the most significant in the history of the Zanzibar Judiciary.

From the global development perspective, this support from the World Bank directly responds to the approved Sustainable Development Goals 2030, particularly Goal No. 16 – “Peace, Justice, and Strong Institutions” promoting peaceful and inclusive societies for sustainable development, access to justice for all, and building effective, accountable institutions at all levels.”

1.2 PROJECT DESCRIPTION AND OBJECTIVES

1.2.1 Project Description

Zanzibar Judiciary faces challenges that impede efficiency in access to justice services, management in court processes, and the quality of services to court users, undermining its reputation as the stronghold of justice in the country.

The challenges include to mention a few, inadequate court infrastructure with poor technological platforms, lengthy procedures, and complexity of legal process, which has led to an increase in case backlog; inadequate access to court information and judicial services due to long distance in reaching courts locations; gender inequality in accessing judicial services - and within the judiciary - due to lack of a gender strategy. The deficiencies above have affected access to judicial services, efficiency in the delivery of court services, and lack of transparency in selected citizen-centric services.

To address the above situation, the JoZ is embarking on a comprehensive Judiciary reform program by implementing a five-year project “*Zanzibar Judiciary Modernization Project*” (Zi-JUMP) to enhance access to judicial services, court efficiency, and transparency of selected citizen-centric judicial services in Zanzibar. Further, the proposed project will foster citizen awareness and engagement and inter-institutional initiatives to improve court user experience and strengthen judicial operations' understanding. The project will also finance knowledge exchange around Alternative Dispute Resolution (ADR) for

⁵ Project Agreement (Zanzibar Judicial Modernization Project) between International Development Association And Revolutionary Government Of Zanzibar

dispute settlement and procedures to family matters, investment, business, land, and labor, this shall bring judicial services closer to citizens and business.

1.2.2 Project Objectives and Outcomes

The project Development Objective (PDO) Statement for the intended implementation is 'To enhance the accessibility, efficiency, and transparency of selected citizen-centric judicial services in Zanzibar. The project outlines the achievement of the PDO to be measured by the following Outcome Indicators: -

- a) Accessibility of court services evidenced by **the percentage reduction in average distance traveled** by citizens to access district court services in districts with newly constructed courts.
- b) Efficiency in delivering court services – evidenced by **court-wide (High Court - HC / Resident Magistrates Court - RMC/ District Magistrates Court - DMC/Primary Court - PC) case disposal as a percentage of total cases.**
- c) Citizen satisfaction with court services delivery – evidenced by a **percentage increase in court user satisfaction (citizens) over the baseline survey** (disaggregated by gender).
- d) Transparency in court services delivery – evidenced by **percentage of High Court decisions published over baseline.**

1.2.3 Project Beneficiaries

The Project's impact will have direct and substantial reach, benefiting a population of approximately 1.89 million people in Zanzibar, covering three target groups of beneficiaries:

- i) Immediate beneficiaries - court users, i.e., citizens, business lawyers in court cases, and court staff i.e., Judges, Magistrates, and court staff (460 staff in total). Special attention: to the needs of vulnerable groups i.e., women (approximately 52% of the population), youth, and People with Disabilities (PWD) – approximately 6.8 % of the total population.

- ii) Beneficiaries indirectly benefiting from improved court performance, e.g. Bar Association, Police, Prosecution, Legal Aid Services (LAS) providers, the broader business community, and Hon. Kadhis (currently 21).
- iii) Other Beneficiaries - Traditional leaders, religious leaders, and elders, as custodians of cultures and traditions (approximately 220 people and local government leaders who will participate in community engagement activities).

1.3 PROJECT COMPONENTS

To achieve the PDO, the project interventions will cover the following three components (i) Access to Justice Services; (ii) Enhancing Court Efficiency; and (iii) Citizens and Stakeholders Engagement. Each of the designated components has sub-components that outline selected implementation initiatives for the project as detailed below;

1.3.1 Component # 1: Access to Justice Services

This component focus is on enhancing access to justice by expanding the geographic coverage of District Court services and strengthening Alternative Dispute Resolution (ADR) mechanisms to bring these services closer to citizens and businesses.

The subcomponents are

- i) Sub-component 1.1: Construction of Smart District Courts in Select Areas
- ii) Sub-component 1.2: Renovation of Select Court Buildings
- iii) Sub-component 1.3: Building Capacity to Strengthen the Use of Alternative Dispute Resolution
- iv) Sub-component 1.4: Development of a Gender Justice Strategy.

1.3.2 Component #2: Court Efficiency

This component focuses on gaps in efficiency and quality of services including delays in case disposition and lengthy court procedures which accumulates case backlogs in courts.

The sub-components are:

- i) Sub-component 2.1: Staff Training and Knowledge Exchange Programs in Strategic Areas
- ii) Sub-component 2.2: Improvement in Case and Backlog Clearance

- iii) Sub-component 2.3: Introduction of a Judicial Information Management System (JIMS with e-analytical tool and e-case management tool to monitor and manage cases
- iv) Sub-component 2.4: Capacity Building to Operationalize a Staff Performance Management System (PMS)

1.3.3 Component 3: Citizen and Stakeholders Engagement

This component dwells on addressing issues of inadequate stakeholder engagement, lack of transparency in judicial service delivery that has led to low levels of trust among citizens and the business community, and the capacity of judiciary managerial efficiency. The sub-components are

- i) Sub-component 3.1: Capacity Building of key stakeholders
- ii) Sub-component 3.2: Design and rollout public engagement initiatives
- iii) Sub-component 3.3: Development and Implementation of Court User Satisfaction Surveys
- iv) Sub-component 3.4: Strengthen court administration and support project management

1.4. RESULTS FRAMEWORK (RF)

As agreed between partners the project results framework will be used as the basis for project monitoring and evaluation. JRDU and the Monitoring and Statistics Division of JoZ will monitor progress under the project results indicators per the project's results framework.

The project implementation strategy has a Results Framework with measurable indicators that will lead to outcomes and will determine effectiveness of the Project. The framework also becomes the basis for project Monitoring and Evaluation, and, in line with project PDOs, the results framework identifies and prioritizes key indicators to measure progress in interventions leading to the achievement of objectives. (Details on the Results Framework are as shown in Annex No. 1)

1.5. PROJECT OPERATIONS MANUAL – THE PURPOSE

1.5.1. The Project Operations Manual (POM) is developed as part of implementation arrangements discussed and agreed between The URT Government and World Bank to design and provide detailed arrangements and procedures for implementation of the Judiciary Modernization Project in Zanzibar.

This POM details key elements that define the project implementation approach, organization strategy in management in the execution of planned initiatives, and roles for each Unit /actor in the implementation process. To guide this POM a series of instruments shall be key references which include the Project Appraisal Document (PAD), Financing Agreements, Project Agreement, and subsequent agreements subsidiary to the POM, which shall be agreed on and shall be applicable where relevant.

The POM provides technical guidance to the JoZ and elaborates a comprehensive and robust approach that shall ensure all operations become institutionalized at JoZ for sustainability, for project objectives to achieve maximum impact. Specifically, POM guides for the Implementation arrangements, Financial Management, Procurement, Environmental and Social Safeguards, Results Framework, and Monitoring and Evaluation.

1.5.2. The Manual also outlines the implementation arrangements for the Project Implementing Entity's respective parts of the Project, including the institutional setup, job descriptions for specific staff, terms of reference for structures and allocation of functions and responsibilities, reporting lines and accountabilities for the Zi-JUMP coordination and oversight organs.

SECTION TWO: PROJECT MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS

2.1. PROJECT OVERSIGHT AND GOVERNANCE

As the sole implementing agency, the JoZ shall manage the project with roles and tasks entrusted on JoZ staff. For effectiveness, JoZ shall establish a management structure designed to cater to project requirements, as per specific technical and managerial competencies that shall be key to efficient implementation.

The project oversight and coordination structure shall include a Steering Committee (oversight), Judiciary Reform Consultative Committee (advisory), The JRDU (management - implementation) with specified TORs

2.2. THE JUDICIARY STEERING COMMITTEE:

By statute, at JoZ there is a Judiciary Steering Committee (established by the Judiciary Administration Act (2018), which has role of oversight to all issues in the Judiciary and its management. To the JoZ it deems rational to vest Zi-JUMP oversight (**and all other projects henceforth**) on the Judiciary Steering Committee, with modifications to how the Committee shall oversee each project.

2.2.1. Steering Committee's Project Oversight

The Steering Committee shall assume roles in project oversight as per the Terms of Reference and shall, for Zi-JUMP business, designate specific attention in terms of time and meetings to discuss specific project issues and ensure positive results.

Members of the Steering Committee are as shown in Table 1 below:

Table 1: COMPOSITION OF THE STEERING COMMITTEE

No	Members	Designation
1	Chief Justice	Chairperson
2	Chief Court Administrator	Secretary
3	High Court Registrar	Member

No	Members	Designation
4	Chairperson of the Judiciary Services Commission	Member
5	Judge in Charge of Commercial Court Division of the High Court	Member
4	All heads of Directorates	Members
6	Chief Accountant	Member

Note: The Steering Committee may invite the JRDU Coordinator when comes to the matters of Zi-JUMP.

2.2.2. Roles and Responsibilities of Judiciary Steering Committee

The Steering Committee shall be the highest decision-making body and is responsible for providing overall strategic guidance to all processes in project implementation. Among the standing agenda for the Steering Committee shall be issued:

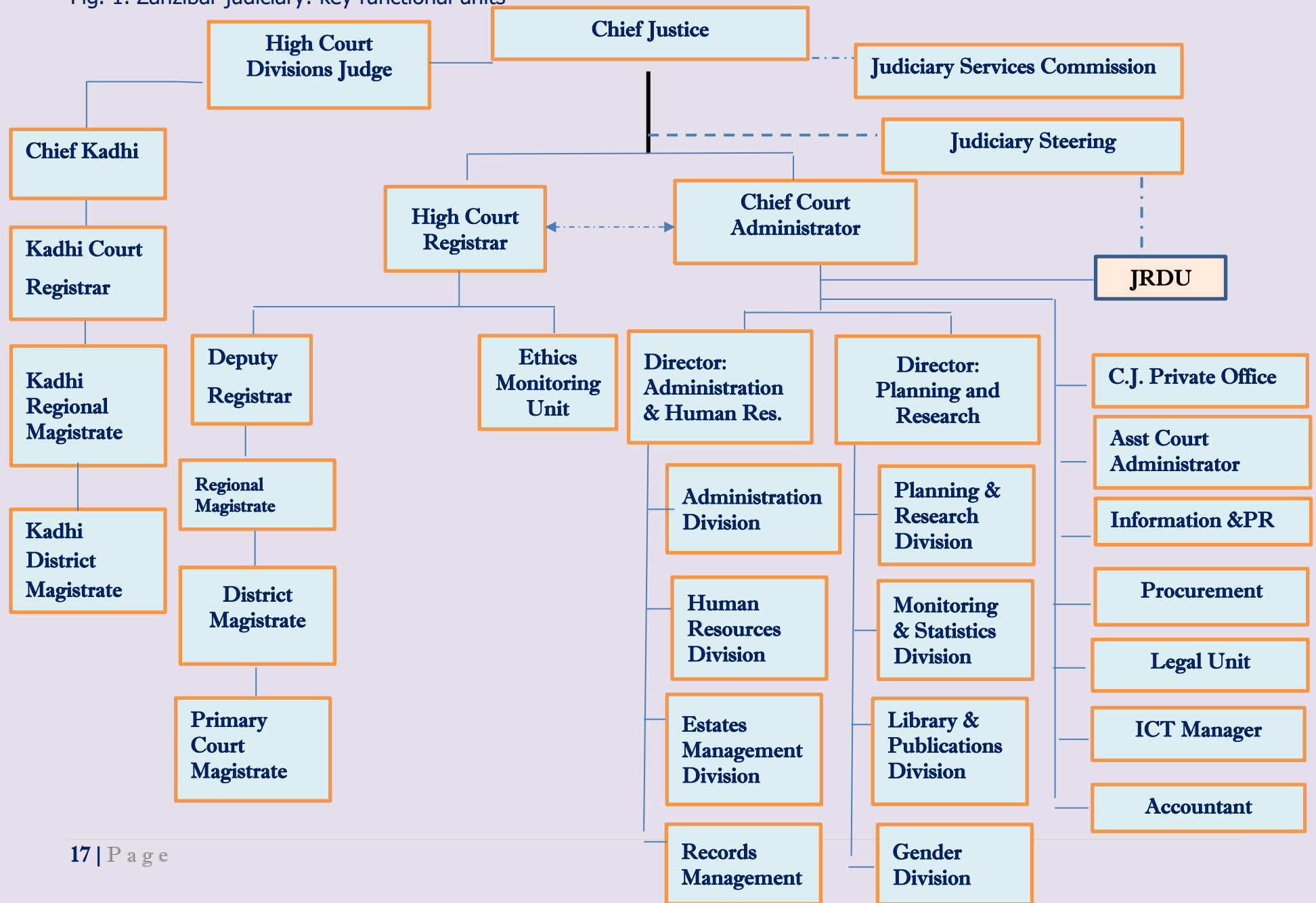
- From the Chief Justice and Judges Forum
- From meetings of the High Court Registrar (HCR) and Magistrates i/c,
- From CCA's management forum
- From JRDU Coordinator under Zi-JUMP Forum

The Steering Committee is chaired by the Chief Justice (CJ), and the Chief Court Administrator shall be the Secretary, while the JRDU shall be the secretariat to the Steering Committee led by the JRDU Coordinator. Specifically, the roles of the SC are:

- i. Overall supervision of the project and to provide strategic policy guidance.
- ii. Evaluate project implementation and make appropriate decisions for implementation issues.
- iii. Ensure project activities deliver results in an effective and efficient manner
- iv. Review and approval of annual plans and budgets.

- v. Supervise and facilitate engagement with other agencies at local and international levels
- vi. Review and approval of proposals for new initiatives in project implementation
- vii. Review and approve project implementation reports
- viii. Recommend measures for improving performance/redress to issues constraining achievements of project objectives

Fig. 1. Zanzibar judiciary: key functional units



2.3. JUDICIARY REFORM CONSULTATIVE COMMITTEE

There shall be a Judiciary Reform Consultative Committee which shall have the role of advising Steering Committee on key issues in Judiciary reforms and management of Judiciary.

- a) The committee shall comprise of 7 members as follows;
 - i. Chairperson in each Committee from the five Judiciary Reform Committees established by the Chief Justice. The committees are: i) Reform Committee; ii) Research Monitoring and Supervision Committee; iii) Statistics and ICT Committee; iv) Judiciary Rules Committee; and (v) Judiciary Training Committee.
 - ii. JRDU Coordinator
 - iii. One person appointed by the CCA in consultation with the Registrar of the High Court
- b) The Chief Justice will nominate a Chairperson among the members of this Committee.
- c) The Secretary to the Judiciary Reform Consultative Committee shall be the JRDU Coordinator

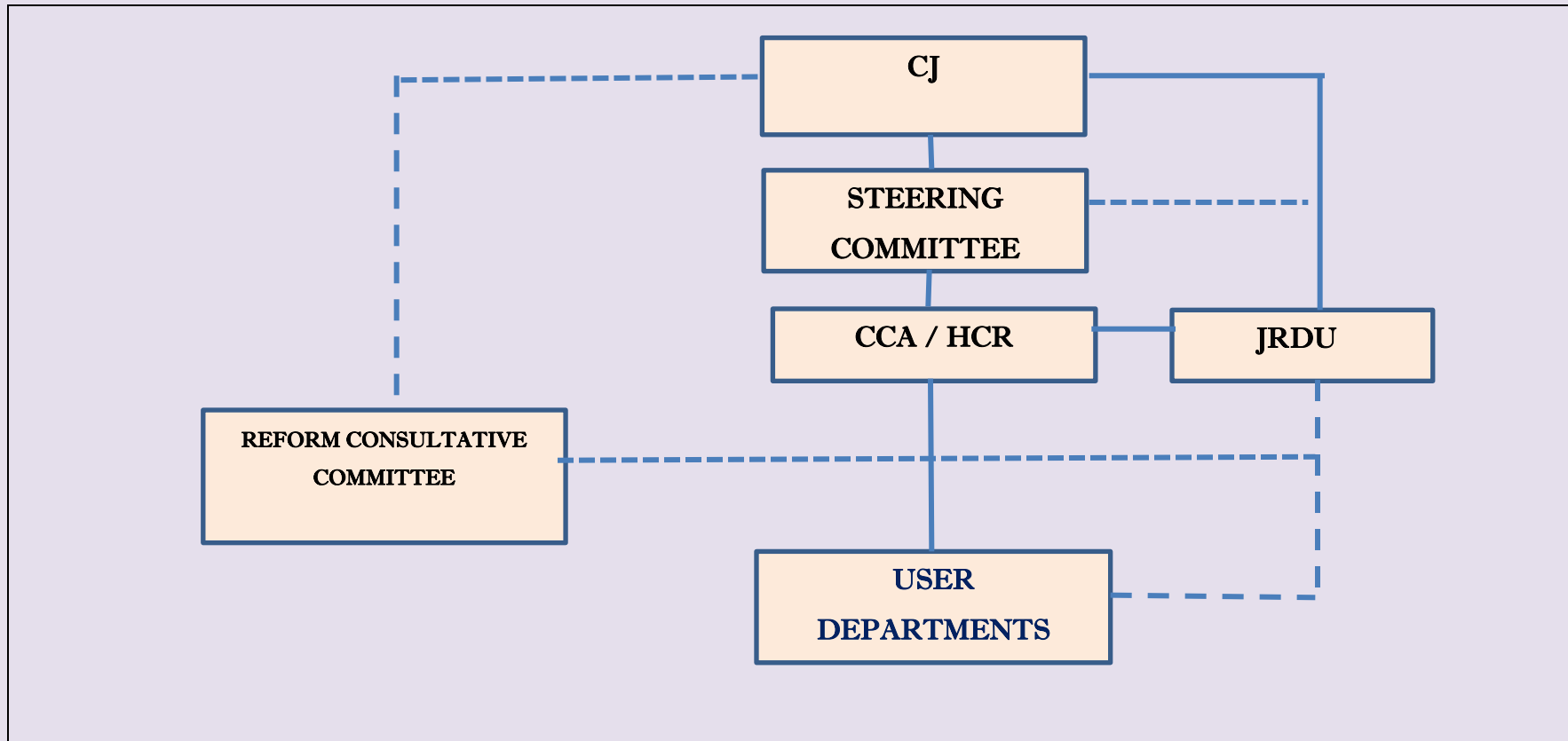
2.3.1. Roles and Responsibilities of Judiciary Reform Consultative Committee

The Committee shall undertake the role of consultative engagement with the Judiciary Steering Committee through procedures elaborated in the TOR. The roles of the Committee shall be to

- i. Advise JRDU on reforms necessary to support the Project.
- ii. Review the plan and Budget before it is submitted to the Steering Committee.
- iii. Recommend areas for improvement in interaction with stakeholders

- iv. Advice JRDU on key issues for adopting best practices from others who have gained experience in Judiciary reforms
- v. Monitor findings from research undertaken by CJ Reform Committees and advise JRDU on an appropriate integration of relevant findings
- vi. Evaluate the quality and standards in Court functions and court administration and advise JRDU on suitable measures for improvement
- vii. Review Guidelines and instruments relevant to the project and advise JRDU on the need to develop more effective guidelines for the Project
- viii. Review policy framework for Judiciary and advise JRDU on appropriate policy guidance to support project to achieve optimum results
- ix. Advise JRDU on issues of staffing, finances, technology, and other requirements for project to succeed.

Fig. 2. ZI JUMP GOVERNANCE STRUCTURE



2.4. JUDICIARY REFORM DELIVERY UNIT (JRDU)

For the day-to-day management of the project, a Judiciary Reform Delivery Unit (JRDU) shall be formed and will be fully embedded and institutionalized within the JoZ's organizational structure. The JRDU will be led by JRDU Coordinator (JRDU COORDINATOR) who is Team Lead, assisted by 3 JRDU Members (JRDU M-1, JRDU M-2, and JRDU M-3), and 6 technical specialists who are: i) Finance Officer ii) Procurement Officer iii) Environmental Officer iv) Social Officer v) Communication and Documentation Officer vi) Monitoring and Evaluation (M&E) Officer, and who will be responsible for day-to-day specific project implementation issues.

The officers are earmarked to facilitate key project management requirements focusing on the core technical aspects of project implementation.

Table No 2: JUDICIARY REFORM DELIVERY UNIT (COMPOSITION)

S/N	POST
1.	JRDU Coordinator
2.	JRDU Member 1
3.	JRDU Member 2
4.	JRDU Member 3
5.	Procurement Officer
6.	Finance Officer
7.	Monitoring and Evaluation Officer
8.	Communication and Documentation Officer
9.	Social Officer
10.	Environmental Officer

2.4.1. Roles and responsibilities of JRDU

JRDU in collaboration with User Departments – compliance to SP and WB Shall coordinate all units involved in project implementation

- i. The JRDU shall be responsible for preparing project Work Plans and Budgets
- ii. Shall be responsible for ensuring efficient management of project plans, allocation, and utilization of project resources in the Project
- iii. Shall prepare all project reports on implementation for submission to CCA (Finance and General Administration) CJ (Judicial functions) and forward them to the Steering Committee and World Bank.
- iv. Shall monitor and supervise implementation progress and provide strategic inputs for evaluation of project impacts.
- v. Shall ensure appropriate financial management and resource utilization
- vi. Shall ensure compliance in procedures in procuring goods, works, and services about the Project.
- vii. Shall facilitate and ensure capacity building to other units, agencies, and stakeholders involved in project implementation
- viii. Shall consult continuously and share with Judiciary management on key areas of technical expertise necessary for project activities.
- ix. Shall prepare and preserve all necessary documentation on the project for monitoring and evaluation procedures at the Judiciary
- x. Shall hold meetings every week to discuss progress and seek ways to cope with emerging challenges.

2.5. JUDICIARY USER DEPARTMENTS

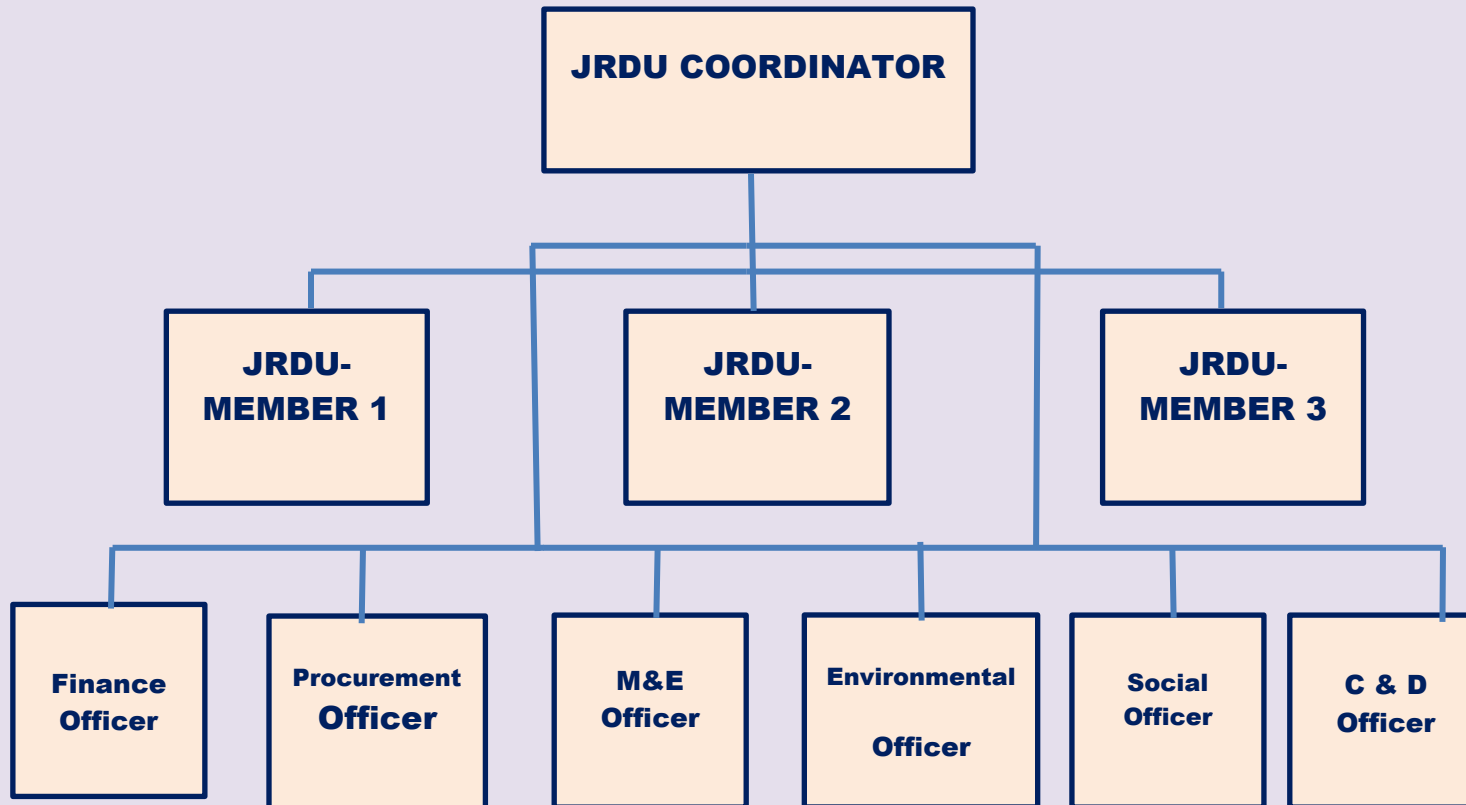
Efficiency and effectiveness in project implementation require that each activity should be undertaken by the right department/unit in the institution.

The User Departments at the Judiciary will work closely with the JRDU and will be significantly involved in project implementation.

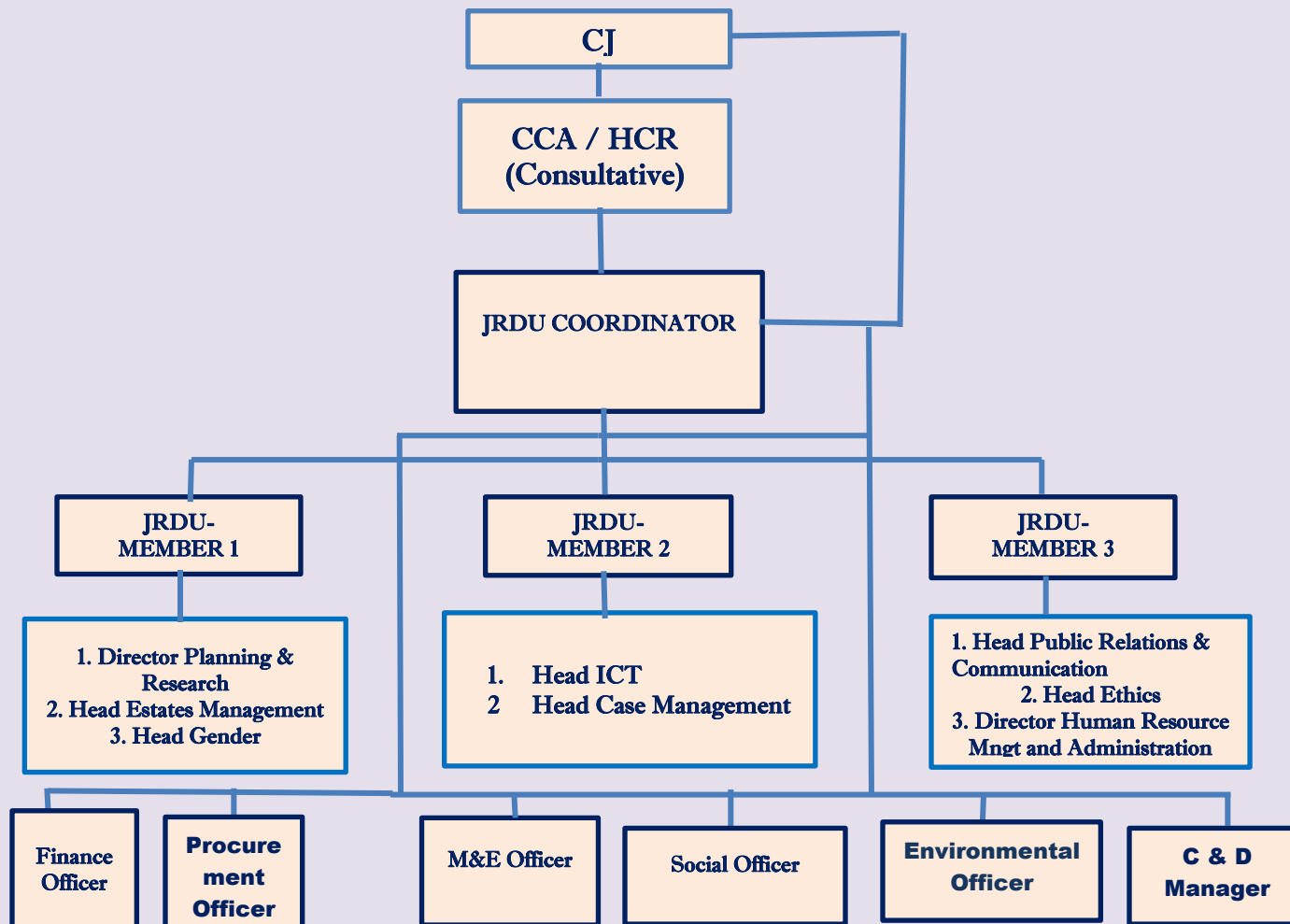
2.5.1. Roles of User Departments

- i) The user departments will be responsible for compiling activity needs and requirements, preparing specifications for activities and their costing, and will be involved in Monitoring and Evaluations
 - ii) Shall support following up on deliverables managing the relevant activities and providing technical support in contract management
 - iii) The User Departments shall be responsible for preparing and updating annual action plans and periodic reports as per the planning and reporting framework.
 - iv) Shall prepare user requirements, specifications, and procurement documents for the Project.
- For purposes of project activities, the User Departments are Planning and Research; Estates, Human Resource, Gender, Information CT, PR &C; Ethics Monitoring Unit. Case Management. Activities vested on user departments shall be coordinated by JRDU.

Fig 3: JRDU STRUCTURE (KEY STAFF)



OPERATIONAL STRUCTURE – JRDU + USER DEPARTMENTS



SECTION THREE: WORK PLANS AND BUDGETS

3.1. INTRODUCTION: PLANNING AND BUDGETING

As part of the implementation focus in the Project, JoZ is entrusted to prepare a detailed work plan and budget for the next fiscal year which shall also be furnished to the WB, not later than 31st May of the current Fiscal Year, during the implementation of the Project, containing:

- i. All activities proposed under the project during the following Fiscal Year;
- ii. A proposed financing plan for expenditures required for such activities, proposed amounts and sources of financing to be made available in that year, and the disbursement schedule.

3.2. PROCEDURE FOR WORK PLANS AND BUDGETS

- i. The JRDU shall define the appropriate inputs to work plans and budget for the project and prescribe guidelines and formats to be used
- ii. User Departments shall prepare and deliver to JRDU proposals for the Annual Work Plan and Budget projections to be used as a basis for determining requirements for each activity.
- iii. The Annual Work Planning arrangements shall follow the procedure shown in Table 3 below
- iv. The JRDU shall compile and consolidate the work plans and budgets for submission to CCA / HCR
- v. Upon clearance by the CCA and HCR, the work plans and budgets will be submitted to the Judiciary Reform Consultative Committee for further review

- vi. Upon incorporating feedback from the Judiciary Reform Consultative Committee, the work plans and budgets will be forwarded to the Steering Committee for review and approval before submission to WB
- vii. The Steering Committee shall review, discuss, and approve the work plans and budgets, and JRDU shall forward the work plans to WB
- viii. The JoZ shall adhere to the budgeting process for government institutions, which starts with the issuance of national planning and budget guidelines by the Ministry of Finance. JRDU in consultation with the Department of Planning and Research shall revise and shall update plans and budgets where the need arises.
- ix. Where the need arises, the JoZ shall, with prior approval in writing by the World Bank, make changes to the approved Annual Work Plan and Budget.
- x. Mid-year reviews of work plans shall be conducted by 31st December of each year.

3.3. ACTION PLANS FOR THE PROJECT

The Plans and Budgets for the project shall be designed and prepared for distribution/ submission to relevant organs for consultation, reviews, discussion, and approval as shown in the Action Plan below:

Table No 3: WORK PLAN AND BUDGET ACTION PLAN

N o	Date	Activity	Description	Responsible
1	February 5 th	Formats for Work plans and Budgets designed, prepared, and distributed to User Departments	Designed formats as per budgeting guidelines distributed to all relevant levels	JRDU /DPR
2	February 6 th to 4 th March	User Departments prepare and submit work plans and budgets to JRDU	Inputs to work plans and budgets received from user departments	User Departments / DPR
3	March 5 th to 4 th April	JRDU reviews and prepares Draft work plans and budgets and forwards them to CCA / HCR, Judiciary Reform Consultative Committee, and Steering Committee for review.	Determination of relevance, achievability, and measurability of Annual Work Plan & Budget (AWPB) analyzed (S.M.A.R.T) in accordance with Project PDOs	JRDU
4	April 10 th to 11 th -	Steering Committee for Review and Approval of AWPB	Approved Consolidated Annual Work Plans and Budgets	JRDU Coordinator/ Steering Committee

N o	Date	Activity	Description	Responsible
5	Not later than 15 th May	Approved AWPB submitted to WB	Final approval by WB	JRDU

SECTION FOUR: FINANCIAL MANAGEMENT

4.1. INTRODUCTION

By agreements between WB and GoT, the Judiciary of Zanzibar shall receive funding from the World Bank for implementation of activities in the Project, for the project duration. The project shall undertake all issues in financial management according to the Zanzibar Public Finance Act (2016), and Zanzibar Public Finance Regulations (2021).

4.2. MANAGEMENT OF FINANCES

At the Judiciary, the Chief Court Administrator is the Accounting Officer who holds ultimate responsibility for all financial affairs in JoZ. The JoZ shall maintain appropriate financial records by accepted international accounting standards and practices.

4.3. ACCOUNTING SYSTEM

The JoZ shall use a separate financial management system (approved by WB) with an accounting package for the Project. This computerized system shall maintain project books of accounts similar to other WB-funded projects.

- Books of accounts for the project will include a Cash Book, Ledgers, Journals, Fixed Asset Register, Contract Register, Vote Book, Inventory
- A list of accounts codes (Chart of Accounts) for the project will be drawn and maintained at the institution and will match with the classification of expenditures and sources and application of funds as indicated in the Financing Agreement.
- All records and vouchers will be kept at Judiciary offices under the Project Finance Officer.

- The Internal Audit Office shall examine Vouchers to make sure all supporting documents are attached before sending them to the Auditors.

4.4. ACCOUNTABLE DOCUMENTS AND BOOKS OF ACCOUNTS

At the office of the Finance Officer, a register or records showing the allocation of receipts, journals, and ledgers together with such other books and registers as may be necessary shall be maintained, for the proper maintenance and production of the accounts of the office.

- The Judiciary will use the predetermined and approved Accounting software to process financial transactions.
- The accounting functions are performed by the Zanzibar Public Finance Act (2016) and its Regulations (2021) and WB Guidelines.

4.5. BANK ACCOUNTS

All finances in the project shall be managed through 2 (two) Bank Accounts:

- The Designated Account at Central Bank of Tanzania (BOT)
- The Project Account at Peoples Bank of Zanzibar (PBZ)

The Designated Account shall operate all foreign currency allocated for the project, while the Project Account shall be for local currency for project activities. Both accounts shall be managed by designated signatories to be assigned by JoZ as per Section 106 of Public Finance Regulations (2021)

4.6. DISBURSEMENTS

Request for disbursement by the Bank will be made based on approved work plans and cash flow projections for eligible expenditures for six months.

Interim Financial Report (IFR) will be the basis for disbursements at the Judiciary during the project.

- i. Thereafter, disbursements to the project will be done up to four times every year, upon submission of IFRs that document project expenditure for the quarter and submission of the next six-monthly cash flow projections.
- ii. Direct payments may also be used as a method of disbursement for payments to contractors or service providers upon verification of their satisfactory performance by authorized project officials and special commitments using Letters of Credit. Details describing these disbursement methods are documented in the Disbursement Letter (Attached as Annex 2)

4.7. FINANCIAL REPORTING

The Interim Financial Reports (Unaudited IFRs) will be prepared at the end of each quarter and submitted to the Bank not later than 45 days after the end of the quarter.

- i. The IFRs will include the Sources and Uses of Funds Statement, Uses of funds by project activity/component, and the Physical Progress (output monitoring) Report.
- ii. To support the continued use of report-based disbursement, the Judiciary will submit the following:
 - a. Interim Financial Reports IFRs.
 - b. Designated Account Activity Statement.
 - c. Project Bank Account Statements.

- d. Bank Reconciliations for both the Summary statement of Designated Accounts and Project Account expenditures for contracts subject to prior review.
- iii. **The Financial Statements** shall be prepared by International Public Sector Accounting Standards (IPSAS).
- iv. Audited financial statements and management letters will be submitted to the Bank by JRDU not later than 9 months after the end of the fiscal year.⁶ These financial statements will consist of ascertainment that indicative formats of these statements will be developed by WB requirements and agreed upon with the Financial Management Specialist.

4.8. AUDIT OF THE ANNUAL ACCOUNTS

The accounts of the project will be subject to audit at least once in every financial year, by the Controller and Auditor General (CAG) as per the Zanzibar Public Finance Act (2016). Audit report and management letter on the project's internal control environment will be submitted to the Bank within 9 months after the end of the fiscal year, that is, by 31st March each year.

4.8.1. Audit Committee

According to Zanzibar Public Finance Act (2016) (Section 118) at JoZ there is a Judiciary Audit Committee that holds meetings every quarter. The Audit Committee has the responsibility of following up on audit issues at the Judiciary, and shall also perform functions relating to the project according to relevant guidelines.

⁶ Disbursement Letter - WB issue

4.8.2. Internal Audit

Internal auditing is the responsibility of the Judiciary Chief Internal Auditor, who shall audit the books of accounts and controls of the project quarterly.⁷

4.8.3. Audit Report

The Annual Audit Report shall be prepared by CAG, and together with Management Letter shall be submitted to WB by JRDU after each Audit.

4.9. FINANCIAL MANAGEMENT ACTION PLAN

To strengthen the financial management system for the Project's action plan below indicates the actions to be taken by the Judiciary.

Table No 4: FINANCIAL MANAGEMENT ACTION PLAN

	Action	Due Date
1	Installation of approved Accounting software package at the Judiciary	Before project effectiveness
2	Train Accountants and relevant staff on the new Accounting system	Before project effectiveness.
3	Open a Designated Account (DA) and Project	At project effectiveness.

⁷ Public Finance Act 2016

	Action	Due Date
	Accounts (PA) and communicate details of the bank account and signatories to WB.	
4	Train the accountants and internal audit and other relevant JRDU staff on World Bank Financial Management Procedures and Disbursement Guidelines.	Within 3 months of project effectiveness.

SECTION FIVE: PROCUREMENT MANAGEMENT

5.1. INTRODUCTION:

This section of the POM outlines the procurement policies, principles, and procedures that will guide the implementation of project procurement activities. The responsibility for the execution of project procurement activities and the award and administration of the contracts under the project rests with the JRDU.⁸

5.2. PURPOSE:

The objective of the Procurement Management Procedures outlined here below is to ensure that the proceeds of financing are used directly for the purposes for which the financing was obtained. The procedures are intended to facilitate decision-

⁸ Procurement Act 2016

making and provide guidance regarding requests for procurement of goods, works, non-consulting services, and consulting services and to ensure compliance with the World Bank Procurement Regulations.

5.3. PROCUREMENT POLICIES:

The purpose of procurement policy is to ensure that the best value, the most advantageous balance of price, quality, and performance is obtained where purchasing business-related products and services, and to minimize fraud waste, and abuse in purchasing.

5.4. PROCUREMENT PRINCIPLES:

The procurement function must be discharged honestly, fairly, and in a manner, that secures the best value for which the financing was obtained. The procurement function must be cost-effective and efficient in the use of resources while upholding the highest standards of integrity. The procedures are formulated along the following core procurement principles, which will serve as primary for implementing procurements under this project. They include:

- i) The need for economy and efficiency in the use of public funds in the implementation of projects, including the provision of related goods and services;
- ii) The best interests of the Judiciary / Project in giving all eligible tenderers equal opportunities to compete in providing goods or services
- iii) Enhance the development of national manufacturing, contracting, and service industries; and
- iv) Demonstrable integrity, accountability, impartiality, and transparency in the procurement process.

5.4.1. Project Procurement Strategy for Development and Procurement Plan:

The 18-month procurement plan and the project procurement strategy for development have been prepared and agreed upon by the World Bank during the project negotiation. PP may be revised periodically and as and when required. Only procurement activities approved in step shall be executed. STEP shall be updated promptly and in real-time by respective. PP and PPSD's major activities included the construction of five DMCs buildings; renovation/refurbishment of two court buildings; construction of one IJC building; ICT/ office equipment and furniture facilities; vehicles and several consultancies including environmental and social impact assessment, design and supervision of buildings, establishment of the judiciary case backlog strategies and development of e-performance management system.

5.5. PROCUREMENT PROCEDURES:

In accordance with paragraph 5.9 of the "World Bank Procurement Regulations for Investment Project Financing (IPF) Borrowers" (Fifth Edition September 2023) ("Procurement Regulations") the Bank's Systematic Tracking and Exchanges in Procurement (STEP) system will be used to prepare, clear and update Procurement Plans and conduct all procurement transactions for the Project.

The World Bank Procedure follows:

- i. World Bank's Procurement Regulations for IPF Borrowers (Procurement in IPF – Goods, Works, Non-Consulting and Consulting Services; Fifth Edition September 2023 (hereafter referred to as "Procurement Regulations");

- ii. Guidelines for Combating Fraud and Corruption in Projects Financed by IBRD Loans and WB Credits and Grants, dated October 15, 2006, and revised in January 2011 and as of July 1, 2016.
- iii. The provisions stipulated in the Financing and Project Agreements.

5.5.1. Bank's Standard Procurement Documents:

The WB Standard Procurement Documents will be used for procurement of goods works and non-consultancy services under the International Competitive Bidding (ICB) approach.

The Bank's Standard Procurement Documents shall be used for all contracts subject to international competitive procurement and those contracts as specified in the Procurement Plan tables in STEP.

Rated Criteria for ICB Works and Goods: Current Bank's Standard Procurement Documents shall be used for all contracts subject to International Competitive Procurement, including the use of Rated Criteria for Procurement of Goods, Works, and Non- Consulting Services, as applicable, and those contracts as specified in the Procurement Plan tables in STEP.

5.6. National Procurement Arrangements:

In accordance with paragraph 5.3 of the WB Procurement Regulations, when approaching the national market (as specified in the Procurement Plan tables in STEP), the country's own procurement procedures may be used.

The Public Procurement and Disposal of Public Assets Act (PPDPA) No. 11 of 2016, such arrangements shall be subject to complying in full with paragraphs 5.3 and 5.4 of the Procurement Regulations and the following conditions:

- Negotiations with the lowest evaluated bidder to reduce price in the case of goods, works, and non-consulting services where competitive methods have been used shall not be allowed.
- The fixed budget method shall not be used for goods, works, and non-consulting services.
- Established and approved procurement standards by the government may be used, provided that they are not restrictive.

5.6.1. Other National Procurement Arrangements

When **other national procurement arrangements** other than national open competitive procurement arrangements are applied by the Borrower, such arrangements shall be subject to paragraph 5.5 of the WB Procurement Regulations.

In accordance with paragraph 5.4(c) and 5.5 of the WB Procurement Regulations, the request for bids/request for proposals/request for quotations document shall require that Bidders/Proposers submitting Bids/Proposals/quotations present a signed acceptance at the time of bidding, to be incorporated in any resulting contracts, confirming application of, and compliance with, the Bank's Anti-Corruption Guidelines, including without limitation, the Bank's right to sanction and the Bank's inspection and audit rights.

5.6.2. Procurement implementation arrangements

The JoZ will be responsible for procurement implementation. JoZ has no prior experience in Bank operations. The Judiciary Tender Board is responsible for approving all procurement matters. The JoZ has formulated a JRDU, fully embedded and institutionalized within its organizational structure to instill ownership and sustainability. The JRDU will oversee general project coordination, procurement, financial management, monitoring and evaluation, and environment and social risks

supervision. The JRDU will be responsible for the day-to-day management of the procurement activities of the project. The JRDU will work closely with the user departments which will be involved in the project implementation. The user departments will be responsible for consolidating the needs and requirements, preparing specifications, and terms of reference, involved in evaluations, inspecting deliverables, and managing the resulting contracts. Other responsibilities will include (i) preparing and updating PP/PPSD; (ii) providing technical support in the procurement process including contract management; (iii) preparing user requirements, specifications, procurement documents, and submission to the World Bank for No Objection. The JRDU will be supported by consultants (specialized skills) as needed.

5.6.3. National Procurement Arrangements that are Not Applicable

These include:

- i. Prequalification
- ii. Leased Assets
- iii. Procurement of Second-Hand of Goods
- iv. Domestic preference for National Open Competitive Procurement
- v. Hands-on Expanded Implementation Support (HEIS)

5.6.4. Review of Procurement Decisions Prior and Post Review:

i. Prior Review:

The Bank carries out prior reviews of procurement activities that are of high value and/or high risk to determine whether the procurement is carried out in accordance with the requirements of the Legal Agreement.

ii. Post Review:

JoZ may proceed with contracts awarded for those with a post-review nature in accordance with the World Bank's Procurement guidelines and retain relevant documentation for review by the Bank during implementation support missions.

5.6.5. Thresholds:

Thresholds for the use of the procurement methods specified in the project procurement plan are identified in the STEP, which also establishes the thresholds for prior review. The agreed procurement plan will determine which contracts will be subject to prior review by the Bank.

Table No 5: THRESHOLDS FOR PROCUREMENT APPROACHES AND METHODS FOR THIS PROJECT ARE AS FOLLOWS

Category	Prior Review (US\$ ion) -	Procurement Approaches and Methods (US\$)		
		Open International	Open National	Request for Quotation (RfQ)
Works	≥ 5	≥ 20	<20	≤ 0.2
Goods, IT, and non-consulting services	≥ 1.5	≥ 5	< 5	≤ 0.1
Category	Prior Review (US\$ ion) -	Short List of National Consultants (US\$)		
		Consulting Services	Engineering and Construction Supervision	
Consultants (Firms)	≥ 0.5	≤ 0.3	≤ 0.3	
Individual Consultants	≥ 0.2	n.a.	n.a.	

5.7. Terms of Reference: Terms of Reference for all contracts shall be cleared by the Bank, regardless of whether the assignment is for prior or post review.

5.8. Advertisement: Consultancy Service for Contracts estimated to cost US\$ 300,000 equivalent and above per contract shall be advertised in UNDB online in addition to advertising in National Newspaper(s) of wide circulation and/or Regional Newspaper(s).

5.9. Frequency of procurement supervision. In addition to the prior review supervision to be carried out by the World Bank offices, the capacity assessment of the JoZ recommends one supervision mission every six months to visit the field to carry out post-review of procurement actions.

5.10. Training and workshops. The project will finance training and workshops, if required, based on an annual training plan and budget, which shall be submitted to the World Bank for its prior review and approval. The annual training plan will identify, among other things, (a) the training envisaged; (b) the justification for the training; (c) the personnel to be trained, including staff in regional offices; (d) the duration for such training; and (e) the estimated cost of the training. At the time of the actual training, the request shall be submitted to the World Bank for review and approval. Upon completion of the training, the trainees shall be required to prepare and submit a report on the training received.

5.11. Beneficial Ownership Disclosure: shall apply to all open or limited international competition.

5.12. PROCEDURES FOR SELECTION OF CONSULTANTS:

The procurement of consultants will follow the guidelines stipulated under 'World Bank's procedures.

- a) The World Bank Procurement Regulation for IPF Borrower, Fifth Edition of September 2023, and
- b) "Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants", dated October 15, 2006, and revised in 2016 as stipulated in the Financing Agreements.

5.13. PROCUREMENT OF GOODS, WORKS AND NON-CONSULTING SERVICES:

All goods, works and non-consulting services shall be procured in accordance with guidelines stipulated under the World Bank's procedures.

- a) The World Bank Procurement Regulation for IPF Borrower, Fifth Edition of September 2023.
- b) "Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants", dated October 15, 2006, and revised in 2016 as stipulated in the Financing Agreements.

5.14. RECORD OF PROCUREMENT PROCEEDINGS:

The Procurement and Disposal Management Unit (PDMU) shall keep records of the procurement process and documentation shall be maintained for future reference and for auditing purposes. A separate file shall be opened for each approved procurement package and each contract or lot will have a separate file. Each file shall contain all relevant procurement documents. (See Annual Work Plan as Annex 7)

SECTION SIX: ENVIRONMENTAL AND SOCIAL FRAMEWORK

6.1. ENVIRONMENTAL AND SOCIAL STANDARDS

6.1.1. Introduction

The project shall in this context comply with relevant national environmental and social management requirements as well as the World Bank Environmental and Social Framework and Guidelines as applicable to the project.

The proposed constructions and renovations in SMART court infrastructure might result in construction and operation impacts in the locations selected and occupational health and safety risks to workers and local community risks associated with the construction and operation of the Court infrastructure.

6.1.2. Objective

The prepared Environmental and Social instruments under the project include an Environmental and Social Management Framework (ESMF), Stakeholder Engagement Plan (SEP), Labor Management Plan (LMP), and Environmental and Social Commitment Plan (ESCP). All these documents are legally bounded to the project and are integral part of this POM. The Environmental and Social team of the Judiciary of Zanzibar has will need to undergo the ESF training to gain an understanding of the requirements of such instruments and the processes agreed upon as part of the Legal Agreement.

At the International level, the World Bank Environmental and Social Frameworks (ESF) including the Environmental and Social Standards (ESS) 1-10 (World Bank 2017); The World Bank Group's General Environmental, Health and Safety (EHS) guidelines (WB, 2007).

The ten (10) ESSs to be considered to identify which of those are applicable to Zi-JUMP are:

- i. ESS1- Assessment and Management of Environmental and Social Risks and Impacts
- ii. ESS2 - Labor and Working Conditions
- iii. ESS3 - Resource Efficiency and Pollution Prevention and Management
- iv. ESS4 - Community Health and Safety
- v. ESS5 - Land Acquisition, Restrictions on Land Use and Involuntary Resettlement
- vi. ESS6 - Biodiversity Conservation and Sustainable Management of Living Natural Resources
- vii. ESS7 - Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities.
- viii. ESS8 - Cultural Heritage
- ix. ESS9 – Financial Intermediaries
- x. ESS10 - Stakeholder Engagement and Information Disclosure.

Out of the above list of ten only ESS5, ESS7, and ESS 9 are not considered relevant to Zi-JUMP; the rest are considered relevant as set out in the Table below:

Table No. 6: Environmental and Social Standards (ESSs) applicable to Zi-JUMP

ESSs	Yes/No	Application
ESS 1: Assessment and Management of Environmental and Social Risks and Impacts	Yes	The Project will exert site-specific environmental and social impacts which will be managed through the project ESMF that has been prepared. Site-specific ESIA's and ESMPs will be prepared to recommend E&S measures to be incorporated into the designs of the specific projects.

ESSs	Yes/No	Application
ESS 2: Labor and Working Conditions	Yes	<p>Workers will be employed for the implementation of the project, including construction and renovation activities of courts. Project workers will be provided with information and documentation that is clear and understandable regarding their terms and conditions of employment. The information and documentation will set out their rights under national labour and employment law (which will include any applicable collective agreements), including rights related to hours of work, wages, overtime, compensation, and benefits, as well as those arising from the requirements of this ESS. This information and documentation will be provided at the beginning of the working relationship and when any material changes to the terms or conditions of employment occur.</p> <p>In order, to ensure fair treatment of workers, the Project will ensure that terms and conditions of employment (hours, rest periods, annual leave, non-discrimination, and equal opportunity in recruitment and employment), respect for workers' organizations, the inclusion of redundancy plans, the prohibition of forced labor and of worst forms of child labor, occupational health, and safety, including use of Personal Protective Equipment (PPE), and operation of a worker grievance mechanism for workers to address employment-related concerns, including sexual harassment, are aligned with the requirements of national law and ESS2. To protect workers, the project will ensure the application and implementation of all appropriate Occupational Health and Safety (OHS) measures, to avoid and manage the risks of ill health, accidents, and injuries. Labour Management Plan (LMP) has been prepared to ensure these requirements of ESS2 and national law are observed and included in the specifications for contractors.</p>
ESS 3: Resource Efficiency and Pollution	Yes	Implementation of most of the investment projects will involve renovation and construction activities that will include pollution of soil, air, water, and noise related to works undertaken

ESSs	Yes/No	Application
Prevention and Management		in the operation of courthouses, generation of waste (including waste (liquid, solid, e-waste, etc) as a result of the operation of the courts, increase in traffic and accidents during construction and Fire Safety risks during the operation of the courts that will be properly managed via ESIA's, and ESMPs.
ESS 4: Community Health and Safety	Yes	The key community health and safety risks identified for the project include (i) risks related to the potential social exclusion of vulnerable groups, including PwDs from the project and/or from selection as beneficiaries; and (ii) risks related to gender, GBV, and SEA/SH. Other health and safety risks may include risks associated with Judiciary or court services and Strengthening governance, management, and skills components (2 and 3). To address risks related to social and economic exclusion, including the participation of vulnerable groups, the project will ensure there is effective inclusion of all relevant stakeholders in the community throughout project implementation, from design, implementation, and operation through continuous meaningful stakeholder engagement. Risks related to structural safety of buildings, as well as fire safety standards will also be assessed. An emergency preparedness and response measures are to be included in the ESMPs. To prevent and mitigate any negative risks and impacts, the project will further identify risks and impacts and propose mitigation measures in accordance with the mitigation hierarchy and the ESS4, the requirements of the Occupational Safety and Health Act No 8 of 2005, and its accompanying regulations and document mitigation measures in the project's ESIA and subproject ESMPs for implementation by the contractor under the supervision of the JoZ.
ESS 5: Land Acquisition, Restrictions on Land Use, and Involuntary Resettlement		The government had already started compensation communities in some areas where court constructions are going to be undertaken. However, in some areas the government does not have title deeds already. We have requested the client to share the full report on procedures of land acquisition and compensation, including detailed report of consultations

ESSs	Yes/No	Application
		that have been undertaken already. Therefore, the client will not develop the RPF but will prepare the land acquisition plan as part of the due diligence.
ESS 6: Biodiversity Conservation and Sustainable Management of Living Natural Resources	Yes	This standard is relevant. Construction of new courts renovations of the existing subordinate courts and installation of new equipment will need more energy and water to operate in this case, the demand for electricity and water might increase and trigger pressure on the resources. Further assessment will be conducted during the preparation of site-specific ESIA studies and accompanying ESMP to incorporate biodiversity and natural resources prior to implementation and appropriate mitigation measures to be identified
ESS 7: Indigenous People/Sub-Saharan African Historically Underserved Traditional Local Communities (IP/SSAHUTLC)	No	This ESS is not relevant to the Project.
ESS 8: Cultural Heritage	Yes	The planned renovation and construction of court infrastructures may have an impact on cultural heritage including disruption to/ loss of locally important sites or because of previously unknown archaeological or historical sites, graves, or community sacred or cultural sites, depending on the location of the court buildings. Impacts on cultural heritage will be addressed through the site-specific ESIA/ESMPs. Mitigation measures will be developed following the mitigation hierarchy and will include provisions for a chance finds procedure and during excavations and extraction of construction materials, the project will be careful to avoid direct or indirect impacts on cultural resources. Since the project activities will be carried out at the existing and known sites, the overall E&S risk and impact of the project on cultural heritage is considered low, and the likely encounters associated

ESSs	Yes/No	Application
		with Chance Finds, for which Chance Finds Procedure shall apply. This requirement shall be included in all contracts relating to the construction/renovation of Court buildings.
ESS 9: Financial Intermediaries	No	This ESS is not relevant to the Project.
ESS 10: Stakeholder Engagement and Information Disclosure	Yes	A Stakeholder Engagement Plan (SEP) has been prepared to guide the Judiciary of Zanzibar on how to provide stakeholders with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner, that is free of manipulation, interference, coercion, discrimination, and intimidation as well as establishment / strengthening as relevant of a GRM for all stakeholders.

Based on the proposed project activities which are under the IPF, the implementation of each of the ESSs will be enabled through four instruments which are all part of the POM for Zi-JUMP and therefore mandatory and have been developed based on the respective ESSs:

- i) Stakeholders Engagement Plan (SEP) for the application of ESS10. The SEP outlines the who, how, and when, for stakeholder engagement and information disclosure while undertaking project activities.
- ii) Labor Management Plan (LMP) for the application of ESS2. The LMP will strengthen the capacity of the Judiciary of Zanzibar to manage workers' conditions.
- iii) Environmental and Social Commitment Plan (ESCP) which describes the government commitment to execute all the agreed E&S issues during the implementation of the project activities and their obligation to apply the above instruments and other actions.

- iv) Environmental and Social Management Framework (ESMF) for the application of (ESS) 1,2,3,4, 6, 8 and 10.
- v) The Land Acquisition Plan. The plan describes information on how people are going to or have been resettled, the impacts associated with resettlements, and the process of acquiring lands.

Implementation arrangements for Environmental and Social Management

Environment and Social focal persons will comprise core members of the Judiciary Reform Delivery Unit teams JRDU. At the JRDU, one Environment and one Social focal person will be assigned and provided with relevant training and capacity building to enable them to adequately monitor the implementation of the project. The JoZ through the JRDU (E&S focal persons) will be responsible for E&S supervision, monitoring, and reporting of all activities that will be undertaken as part of the project.

Roles and responsibilities of the E&S focal persons

The JoZ shall assign (through recruitment or secondment) qualified and experienced staff to coordinate environmental and social management. The focal persons will oversee the following responsibilities.

The JRDU E&S Specialists will consult other government institutions such as the Zanzibar Environmental Management Authority (ZEMA), the Department of Occupational Health and Safety Authority (DOSHA), and other related institutions to play their key roles when needed.

ZEMA's role is based on its legal mandate in development projects as described in the Environmental Management Act of 2015. Their role in Zi-JUMP will include:

1. Provide environmental permit where necessary upon receiving ESIA / ESMP reports for the renovations and constructions of Court Buildings.
2. Invited to deliver presentations in some of the trainings conducted by the project on environmental and social issues in the country. They can be invited as participants sometimes to allow them to share their experiences.
3. Conduct monitoring of environmental and social issues during project implementation and provide guidance on the way forward.
4. Screening of projects to identify potential E&S impact

DOSH's role is based on its legal mandate in the implementation of Occupational Safety and Health issues in construction projects as described in the Occupational Safety and Health Act of 2005 and its Regulations. Their roles in Zi-JUMP will include:

1. Provide guidance on occupational safety and health issues during renovation and construction of court buildings
2. Invited to deliver presentations in some of the trainings conducted by the project on occupational safety and health issues in Zanzibar as participants to allow them to share experiences.
3. Conduct monitoring of occupational safety and health during project implementation and provide guidance on the way forward.

Finally, the World Bank will support the following:

1. Provide technical assistance on Environmental, Social, Health, and Safety issues during the implementation of project activities including the renovation and construction of Court buildings.
2. Review the ESIA, and site-specific ESMPs and other instruments to be prepared as part of project implementation
3. Review quarterly reports by JoZ
4. Monitor compliance with the ESMF, LMP, SEP, ESMPs, and ESCP, Land Acquisition Plan; and
5. Undertake joint implementation and support missions.

Capacity building for Environmental and Social Management in the project

For successful implementation of the E&S issues, capacity enhancement through training should be conducted for JRDU E&S Specialists. This training will ensure that the E&S specialists and other project team members are able to manage and monitor the environmental and social aspects of project activities. The training should be spread throughout project implementation, with some taking place in the early stages of Zi-JUMP project implementation. The workshop can be conducted by WB E&S Specialists together with other National Institutions like ZEMA & OSHA who have substantial knowledge on the environmental and social management requirements for Tanzania, including World Bank ESF and its ESS requirements. Other relevant staff members of the JRDU can be included in the training to widen the familiarization of the E&S issues of the project.

A needs assessment will be conducted to prepare a training and capacity-building plan. Before the selection of specific training that will be conducted, the training-need assessment will be conducted to identify gaps in knowledge and skills for

JRDU E&S Officers. This gap, between existing capacity and the requirements for successful implementation and supervision, will be used to identify specific training. Some examples of training areas for inclusion are found below:

Environmental and Social Assessment Process:

- i. How to prepare screening tools for project-proposed activities;
- ii. How to integrate Environmental, Social and Health and Safety management considerations in project design and preparation of contract documents for construction;
- iii. Reviewing of the ESIAs/ESMPs and contractor's documents;
- iv. Public participation in ESIA process; and
- v. Monitoring and reporting of project implementation.

Environmental and Social policies, procedures and guidelines:

- i. How to incorporate Environmental and Social policies and legislation according to the nature of the project;
- ii. World Bank Environmental and Social Standards (ESS);
- iii. Country's E&S policies, laws and regulations; and
- iv. Collaboration with relevant institutions in implementing E&S issues.

Occupational Safety and Health Issues:

- i. Hazard identification
- ii. Hazard assessment and management
- iii. Risk assessment and management

- iv. Emergency Preparedness and Response
- v. Risks and crises management
- vi. Stakeholder engagement and grievance management, including in relation to the worker grievance mechanism.

Capacity building for members of the Grievance Redress Mechanisms:

- vi) Grievance's handling, reporting, and escalation to the respective authorities.
- vii) Preparation (or updating) of specific guides for GRM to ensure improved awareness by all stakeholders on the GRM procedures
- viii) Awareness raising, and sensitization, of the GRM
- ix) GRMs, and reporting, related to Sexual Exploitation, Abuse and Harassment (SEAH) and Gender Based Violence cases.

Capacity building for Stakeholders Engagement and consultation:

E&S officers will have to get training on use of SEP which includes stakeholders' mapping, identification and means of consultations. The SEP has been prepared and training will be required as necessary, furthermore, a communication strategy and reporting are required. The SEP will inform the means of information dissemination including GRM, SEA, GBV, and community sensitization against discrimination against people with disabilities.

This ESSF should be read together with other plans prepared for the project, which are detailed here below:

6.2. STAKEHOLDER ENGAGEMENT PLAN (SEP)

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. This SEP outlines the way in which the project team will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about project activities or any activities related to the project.

The project ensures public participation for the successful implementation of the project and sustainability. Stakeholders have been involved and the project design at all stages emphasizes focus on communities, gender, ethnicity, income groups, minorities, and vulnerable people.

The SEP defines the appropriate approach to consultation and disclosure in line with the Environmental Management Act No. 3 of 2015 and the requirements of ESS10. The SEP includes public information disclosure and consultation throughout the entire project cycle.

6.3. LABOUR MANAGEMENT PLAN (LMP)

The objectives of this LMP are to (i) identify the different types of project workers that are likely to be involved in the project; (ii) identify, analyze, and evaluate the labor-related risks and impacts for project activities; (iii) provide procedures to meet the requirements of ESS 2 on Labor and Working Conditions, ESS 4 on Community Health and Safety, and applicable national legislation.

Hence this LMP applies to all project workers, irrespective of whether contracts being full-time, part-time, temporary, or casual. The types of workers that will be included in the project are: (i) Direct Project Workers: Direct project workers will be eligible to work full-time for the duration of project implementation. This shall include the staff of the project implementation teams (PIU); (ii) Contracted Workers: This category will include all workers deployed as technical consultants (full and part-time) by the PIU under the project; (iii) Community Workers: Community workers may be engaged for specific activities under the project, however its number is unknown yet; priority to the community workers will be given to the nearby Shehia; (iv) Primary Supply workers: During project implementation, the project will employ or engage primary suppliers in procurement of a substantial amount of certain materials, goods or services for its core function.

The LMP identifies the main labour requirements and risks associated with the project and is designed to enable project-related parties, such as the staff of the JRDU, contractors, subcontractors, primary suppliers, and project workers to have a clear understanding of what is required on a specific labour issue.

6.4. ENVIRONMENTAL AND SOCIAL COMMITMENT PLAN (ESCP)

The ESCP summarizes the main actions the project will need to fulfil for the proper environmental and social management of the project as agreed with the World Bank. The ESCP provides measures and actions required for the project to meet ESSs over a specific timeframe. As the ESCP forms part of the legal agreement, the project will report on the progress toward achieving the measures outlined against agreed timelines.

6.5. RISKS AND MITIGATION MEASURES SPECIFIC TO DISADVANTAGED AND VULNERABLE GROUPS

The Project ESMF has also included a framework for mitigation measures specific to disadvantaged and vulnerable groups. The framework outlines action for enhancing inclusion of disadvantaged and vulnerable households, ▪ Conduct inclusive and accessible consultations with community members, community leaders and representatives, and local authorities. The measures shall include

- Providing transparent information on project activities, benefits, and eligibility criteria to communities, through accessible channels, trusted intermediaries, and in relevant ethnic languages.
- Proactively identify, consult with, and reach out to disadvantaged and vulnerable groups and households (through surveys, consultations, or other means, as appropriate).
- Address potential obstacles to access for disadvantaged and vulnerable groups.
- Ensure that the grievance/beneficiary feedback mechanism is accessible to disadvantaged and vulnerable groups by raising awareness among these groups and in relevant ethnic languages, providing different intake channels, etc.
- JoZ shall include community stakeholders in the ownership and decision-making to encourage the marginalized groups to decide on self-management and financing of the operations in the agriculture sector that enable better market linkages.
- Adequate communication to ensure vulnerable persons' voices are heard, pending issues are resolved grievances heard, and participation of women in decision-making processes in communities in relation to project activities over time.

6.6. GRIEVANCE REDRESS MECHANISM

A grievance redress mechanism has been designed in the SEP which outlines the way in which the project Team will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about project activities or any activity related to the project. The mechanism has a complaints form, a feedback form, and a closure form.

SECTION SEVEN: MONITORING AND EVALUATION

7.1. INTRODUCTION

This section describes key features of the Project Monitoring and Evaluation (M&E) framework, suggested Key Performance Indicators (KPIs), and results monitoring arrangements of the project. The section also gives an overview of the data collection processes and recommendations on how effective monitoring & evaluation can be employed to enable information generation and project reporting. The M&E process will be essential and imperative for effective and efficient overall implementation of the project, detecting any potential impediments or delays on a timely basis that allows for mitigation measures, and ensuring overall adherence to contracts and other requirements of the World Bank and the RGoZ.

7.2. OBJECTIVE

The M&E objective is to ensure the successful implementation of project activities and transparency of the project implementation process, and systematically monitor the implementation of the project with the aim of assessing, monitoring, and forecasting any challenges. Also, it is a key instrument for improving credit facility effectiveness and increasing fiscal accountability. Specifically, The aim of the Project M&E system is to:

- a) Capture quantitative and qualitative measures and assess whether the Project Development Objectives (PDOs) are being achieved,
- b) Generate project-specific information on progress, processes, and performance.

- c) Analyze and aggregate data generated at various levels to track progress, process quality, and project sustainability.
- d) Promote accountability by monitoring project efficiency and effectiveness to assess and communicate whether project activities are likely to achieve expected results or realize its objectives.
- e) Inform and support management decision-making and control during implementation.
- f) Draw lessons from experience in terms of understanding factors that have facilitated or inhibited the achievement of objectives.

7.3. PROJECT MONITORING AND EVALUATION FRAMEWORK

7.3.1. Roles and Responsibility in M&E

The JoZ will be responsible for results monitoring and evaluation (M&E) in accordance with the indicators and milestones included in the Results Framework and Monitoring and Evaluation Plan.

The primary responsibility for the overall project M&E will lie with the JRDU. The JRDU will have an M&E capacity which will support the establishment of an integrated data platform to track project implementation across the different components and interventions. Progress on all project components will be reported in a consolidated quarterly progress report submitted by the JRDU to the World Bank.

7.4. Results Framework and Monitoring

A detailed Result Framework was developed which provides a comprehensive overview of the various indicators to be reported upon and a description of each indicator at different levels.

Project monitoring and evaluation shall be carried out in accordance with the agreed Results Framework and M&E Plan Matrices.

The Project Results Framework will be the basis for project monitoring and evaluation. The JRDU Coordinator, M&E specialist, and Monitoring and Statistics Division of JoZ (Department of Planning and Research - DPR) will monitor progress under project results indicators per the project's results framework.

The JRDU will produce reports on implementation progress for each subcomponent, and submit them to World Bank semi-annually (and as needed). The reports will include regularly updated project execution estimates and disbursement projections.

7.5. M&E Reports

JRDU is responsible for coordinating collection of data and information from the implementing departments, supervising consultants and contractors, suppliers, and for preparing relevant project reports.

- i. The reports will provide progress updates on all ongoing procurements, activities under implementation, anticipated timelines, disbursement projections for the next six months, and any challenges affecting implementation progress.
- ii. The JRDU will be ultimately responsible for preparing and submitting all monitoring and evaluation reports to CCA and the Steering Committee and the World Bank.
- iii. The JRDU will prepare quarterly financial and progress reports, consolidating information from each data provider and from the integrated data platform and will submit the quarterly project progress reports to the World Bank, the SC, and other stakeholders

- iv. In addition to updating the Project Results Framework, the M&E for which the JRDU is responsible, will furnish the following reports:
- i) **Monthly Reports** shall be prepared in the following arrangement:
 - a) User Depts. shall prepare preliminary reports and forward them to JRDU by the 30th of each month.
 - b) JRDU, shall collate reports from User Departments and own follow-up and shall submit the report to the Chief Court Administrator (CCA).
 - ii) **Quarterly summary reports** on project implementation progress to be submitted to the CCA / HCR, Steering Committee, and WB; Quarterly reports will include all activities carried out during the quarter. (To be submitted 45 days after the end of each quarter).
 - a) **Mid Phase Reports** shall be produced by the project to assess the impact of the project over time
 - b) **End Phase Reports** shall be produced by the Judiciary of Zanzibar
 - c) **Ad hoc reporting** as requested by the Government

7.6. Meetings on Progress in M&E

- i. The JRDU will hold a meeting at the beginning of every week. This meeting shall facilitate coordination and communication, giving each JRDU member the opportunity to provide an update on progress, issues outstanding, and items that require any attention or steps to be taken by other staff or the entire JRDU.
- ii. The JRDU and User Departments shall hold monthly implementation review meetings before the 5th of the following month, with the objective of reviewing progress, identifying issues, removing bottlenecks in implementation, if any,

and identifying action points. The meeting will be chaired by JRDU Coordinator and will be attended by heads of User Departments and JRDU members.

- iii. The CCA / CR shall meet with JRDU before the 15th of each month to discuss monthly progress reports.
- iv. JRDU shall hold quarterly project review meetings with consultants and contractors in the Project. The meetings will be held before the 15th of every month following the end of the quarter in preparation for the Quarterly Project Reports (QPR) to be submitted. The objective of the meeting will be to review overall project progress and performance.
- v. In preparation for the Quarterly Project Reports (QPR) CCA / CR shall meet with the JRDU to discuss progress report for submission to CCA /WB.
- vi. The Steering Committee (SC) shall hold meetings once every quarter and minutes of the meetings will be recorded and shared with the Bank.

7.7. M&E OUTPUTS

- i. A periodic measure of inputs, activities, targets, indicators and outputs in all project components.
- ii. Assessment on process of implementation (conversion of inputs into outputs) and identified factors critical for that conversion.
- iii. Verification of the project-related assumptions, particularly in the early stages of the project.
- iv. Assessment of the pre-project situation in project areas.
- v. Assessment on achievement of project objectives at different points in time and ensured status of primary stakeholders as an integral part of the project;

vi. To facilitate regular management review and adaptation.

(See Annex 3 for details on M&E Framework)

7.8. MONITORING & EVALUATION PLAN:

7.8.1. Project M&E Reporting Plan

The Project M&E Reporting Plan is highlighted in Table No 6 below.

Table No 6: PROJECT M&E PLAN AND REPORTING PLAN

TIME FRAME	TYPE OF REPORT	PREPARED BY	COMPILED BY	SUBMITTED TO
By 30 TH of each month	Monthly Report	User Department	JRDU (within 10 days)	CCA (before 15 th of each month)
Before 15 th of month following end of Qtr.	Quarterly Progress Report	User Departments JRDU	JRDU	Steering Committee World Bank
30 th June	Annual Report	User Depts JRDU	JRDU	Steering Committee World Bank
30 months from commencement	Mid Term Review	User Depts JRDU	JRDU	Steering Committee World Bank

60 months from commencement	Implementation Completion Report	User Depts JRDU	JRDU	Steering Committee World Bank
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SECTION EIGHT: LEGAL FRAMEWORK

8.1. PROJECT OPERATIONS MANUAL

- i. **Modifications to POM:** The POM shall only be modified after prior consultations between Financier (World Bank) and Recipient (URT Government) and with written agreement by the World Bank.

8.2. FINANCIAL MANAGEMENT

- i) The Project shall undertake all issues in financial management according to the Zanzibar Public Finance Act (2016), and Zanzibar Public Finance Regulations (2021)
- ii) Accounting System: The JoZ shall use a separate financial management system (approved by WB) with an accounting package for the Project.
- iii) Accounting functions are to be performed in accordance with the Zanzibar Public Finance Act (2016) and its Regulations (2021) and WB Guidelines.

8.3. PROCUREMENT MANAGEMENT

- i) In the event of a conflict between The Public Procurement and Disposal of Assets Act 2016 and its Regulations 2021, and the World Bank Procurement Regulations, the World Bank Procurement Regulations shall prevail
- ii) In the event of a conflict between The Financing Agreement and the World Bank Procurement Regulations, the Financing Agreement shall prevail.
- iii) Project procurement procedures shall carry out in accordance with
 - a) World Bank's Procurement Regulations for IPF Borrowers (Goods, Works, Non-Consulting and Consulting Services; Fifth Edition September 2023 (hereafter referred to as "Procurement Regulations");

- b) Guidelines for Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants, dated October 15, 2006 and revised in January 2011 and as of July 1, 2016

8.4. WORK PLANS AND BUDGETS

- i) Where need arises, the JoZ shall, with prior approval in writing by the Association, make changes to the approved Annual Work Plan and Budget.

8.5. ENVIRONMENTAL AND SOCIAL

- i) The project shall in the management of environmental and social issues ensure compliance to relevant national and World Bank Environmental and Social requirements, and guidelines applicable to the project.
- ii) The project shall adhere to requirements as stipulated in Zanzibar Environmental Management Act, 2015 and its subsequent regulations.

ANNEX 1 RESULTS FRAMEWORK

PDO Indicators and Outcomes by Components

Baseline	Closing Period
Accessibility of court services	
% reduction in average distance travelled by citizens to access district magistrate court services in districts with newly constructed courts (Percentage)	
Dec/2023	Jun/2029
0	16
Efficient delivery of court services	
Court-wide (HC, RMC, DMC, PC) case disposals as a percentage of total cases (Percentage)	
Dec/2023	Jun/2029
63	85
High Court case disposals as a percentage of total cases (Percentage)	
Dec/2023	Jun/2029
39	53

· District Magistrate Court case disposals as a percentage of total cases (Percentage)	
Dec/2023	Jun/2029
72	95
Citizen satisfaction with court services delivery	
% of court users (citizens) satisfied with court services (disaggregated by gender) (Percentage)	
Dec/2024	Jun/2029
TBD (To be set in Year 1 after conducting the first court user satisfaction survey)	TBD (To be set in Year 1 after establishing the baseline)
· % court user (citizens) satisfied with access to court services (disaggregated by gender) (Percentage)	
Dec/2024	Jun/2029
TBD (To be set in Year 1 after conducting the first court user satisfaction survey)	TBD (To be set in Year 1 after establishing the baseline)
· % court user (citizens) satisfied with efficiency of court services (disaggregated by gender) (Percentage)	
Dec/2024	Jun/2029
TBD (To be set in Year 1 after conducting the first court user satisfaction survey)	TBD (To be set in Year 1 after establishing the baseline)

·% court user (citizens) satisfied with transparency in court services (disaggregated by gender) (Percentage)	
Dec/2024	Jun/2029
TBD (To be set in Year 1 after conducting the first court user satisfaction survey)	TBD (To be set in Year 1 after establishing the baseline)

Intermediate Result Indicator by Components

Baseline	Closing Period
Component 1: Access to Justice Services	
# of smart courts constructed and operational that include climate-resilient and/or energy efficient design measures (Number)	
Jan/2024	Jun/2029
0	6
# of courts renovated that include climate-resilient and/or energy efficient design measures (Number)	
Jan/2024	Jun/2029
0	2

Share of female ADR service providers (court-annexed) (Percentage)	
Jan/2024	Jun/2029
0	15
Component 2: Court Efficiency	
% of judicial and non-judicial staff receiving at least a four hour training once a year (data disaggregated by gender) (Percentage)	
Dec/2023	Jun/2029
30	70
Average case backlog as a percentage of total pending cases (Percentage)	
Dec/2023	Jun/2029
47	18
• Case backlog as a percentage of total pending cases (High Court) (Percentage)	
Dec/2023	Jun/2029
43	18
• Case backlog as a percentage of total pending cases (Regional Magistrate Court) (Percentage)	
Dec/2023	Jun/2029

37	18
-----------	-----------

·Case backlog as a percentage of total pending cases (District Magistrate Court) (Percentage)
--

Dec/2023	Jun/2029
56	18

·Case backlog as a percentage of total pending cases (Primary Court) (Percentage)
--

Dec/2023	Jun/2029
51	15

Average time taken from filling a case to decision (Days)
--

Dec/2023	Jun/2029
456	280

·Average time taken from filling a case to decision (High Court) (Days)
--

Dec/2023	Jun/2029
730	450

·Average time taken from filling a case to decision (High Court - Commercial Division) (Days)
--

Dec/2023	Jun/2029
730	365
·Average time taken from filling a case to decision (High Court - Industrial Division) (Days)	
Dec/2023	Jun/2029
365	182
·Average time taken from filling a case to decision (Regional Magistrate Court) (Days)	
Dec/2023	Jun/2029
365	182
·Average time taken from filing a case to decision (District Magistrate Court) (Days)	
Dec/2023	Jun/2029
365	182
·Average time taken from filing a case to decision (Primary Court) (Days)	
Dec/2023	Jun/2029
351	180
JIMS developed and two modules are operational (Yes/No)	

Jan/2024	Jun/2029
No	Yes
Cumulative # of women receiving GBV survivor-centric assistance from trained staff (Number)	
Dec/2023	Jun/2029
0	500
Component 3: Citizen and Stakeholders Engagement	
Findings of the court user surveys discussed and aggregated results are published (Yes/No)	
Dec/2023	Jun/2029
No	Yes

ANNEX 2: DISBURSEMENT LETTER



NATHAN M. BELETE
Country Director, Tanzania
Africa Eastern Vice Presidency,

Negotiated

Date: _____

Honorable Dr. Mwigulu L.Nchemba Madelu (MP),
Minister of Finance,
Government City – Mtumba,
Treasury Avenue,
P.O. Box 2802,
40468 Dodoma,
The United Republic of Tanzania

Re: IDA Credit 7547 -TZ
Zanzibar Judicial Modernization Project (Zi-JUMP)
Additional Instructions: Disbursement and Financial Information Letter

Honorable Minister:

I refer to the Financing Agreement between the United Republic of Tanzania ("Recipient") and the International Development Association ("Association") for the above-referenced Project. The General Conditions, as defined in the Financing Agreement, provide that the Recipient may from time-to-time request withdrawals of Credit amounts from the Credit Accounts in accordance with the Disbursement and Financial Information Letter, and such additional instructions as the Association may specify from time to time by notice to the Recipient. The General Conditions also provide that the Disbursement and Financial Information Letter may set out Project specific financial reporting requirements. This letter constitutes such Disbursement and Financial Information Letter ("DFIL") and may be revised from time to time.

I. Disbursement Arrangements, Withdrawal of Loan Funds, and Reporting of Uses of Loan Funds for the Project

(i) Disbursement Arrangements

The *Disbursement Guidelines for Investment Project Financing*, dated February 2017 ("Disbursement Guidelines"), are available on the Bank's secure website "Client Connection" at <https://clientconnection.worldbank.org> and its public website at <https://www.worldbank.org>. The Disbursement Guidelines are an integral part of the DFIL, and the manner in which the provisions in the Disbursement Guidelines apply to the Loan is specified below.

(i) Disbursement Arrangements

- **General Provisions** (Schedule 1). The table in Schedule 1 sets out the disbursement methods which may be used by the Recipient, [and conditions], information on registration of authorized signatories, processing of Withdrawal

Applications (including minimum value of applications and processing of advances), instructions on supporting documentation, and frequency of reporting on the Designated Account(s).

(ii) Withdrawal Applications (Electronic Delivery)

The Recipient will deliver Withdrawal Applications (with supporting documents, "Applications") electronically through the Association's web-based portal "Client Connection" at <https://clientconnection.worldbank.org>. This option will be effected after the officials designated in writing by the Recipient who are authorized to sign and deliver Applications have registered as users of "Client Connection". The designated officials will deliver Applications electronically by completing the Form 2380, which is accessible through "Client Connection". By signing the Authorized Signatory Letter, the Recipient confirms that it is authorizing such persons to accept Secure Identification Credentials (SIDC) and to deliver the Applications and supporting documents to the Association by electronic means. The Recipient may exercise the option of preparing and delivering Applications in paper form on exceptional cases (including those where the Recipient encounters legal limitations), and which were previously agreed with the Association. By designating officials to use SIDC and by choosing to deliver the Applications electronically, the Recipient confirms through the Authorized Signatory Letter its agreement to: (a) abide by the Terms and Conditions of Use of Secure Identification Credentials in connection with Use of Electronic Means to Process Applications and Supporting Documentation, available in the Association's public website at <https://www.worldbank.org> and "Client Connection"; and (b) to cause such officials to abide by those terms and conditions.

II. Financial Reports and Audits

(i) Financial Reports

The Recipient shall through the Judicial Reform Delivery Unit (JRDU) prepare and furnish to the Association not later than forty-five (45) days after the end of each semester Interim Unaudited Financial Reports ("IFRs") for the Project covering the semester.

(ii) Audits.

Each audit of the Financial Statements shall cover the period of one (1) fiscal year of the Recipient, commencing with the fiscal year in which the first withdrawal was made. The Audited Financial Statements for each such period and the Management Letter shall be furnished to the Association through JRDU not later than nine (9) months after the end of such period.

III. Other Important Information.

For additional information on disbursement arrangements, please refer to the Loan Handbook available on the Association's public website and "Client Connection". The Association recommends that you register as a user of "Client Connection". From this website you will be able to prepare and deliver Applications, monitor the near real-time status of the Credit, and retrieve related policy, financial, and procurement information. For more information about the website and registration arrangements, or if you have any queries in relation to the above, please contact the Association by email at askloans@worldbank.org using the above reference.

Yours sincerely,

NATHAN M. BELETE
Country Director
Tanzania, Malawi, Zambia, and Zimbabwe

Attachments

1. Form of Authorized Signatory Letter
2. Interim unaudited Financial Report (IFR)

With copies: Permanent Secretary,
Ministry of Finance,
Government City - Mtumba
P. O. Box 2802,
40468 Dodoma,
Email address: ps@hazina.go.tz
Telephone: +255 26 2160000

Principal Secretary,
President's Office – Finance and Planning,
P.O. Box 874/1154,
10,12 Vuga Road
70402 Urban West,
ZANZIBAR

Chief Court Administrator,
Judiciary of Zanzibar
P.O. Box 160,
214 Tunguu Road,
70491 South Unguja,
ZANZIBAR

Schedule 1: Disbursement Provisions

Basic Information					
IDA Credit Number	IDA XXX-TZ	Country	The United Republic of Tanzania	Closing Date	Section III B.2 of Schedule 2 to the Financing Agreement.
		Borrower	Ministry of Finance		
		Name of the Project	Zanzibar Judicial Modernization Project (Zi-JUMP)	Disbursement Deadline Date <i>Subsection 3.7 **</i>	Four months after the closing date
Disbursement Methods and Supporting Documentation					
Disbursement Methods <i>Section 2 (**)</i>		Methods	Supporting Documentation <i>Subsections 4.3 and 4.4 (**)</i>		
Direct Payment		Yes	Records (Supplier Invoices/Copy of Receipts)		
Reimbursement		Yes	Interim unaudited Financial Report (IFR), in the format provided in Attachment 2 of the DFIL		
Advance (into a Designated Account)		Yes	Interim unaudited Financial Report (IFR), in the format provided in Attachment 2 of the DFIL		
Special Commitments		Yes	Copy of Letter of Credit (including pro forma invoice(s), if cited in the Letter of Credit)		
Designated Account (Sections 5 and 6 **)					
Type		DA-A		Ceiling	Variable
Financial Institution - Name		Bank of Tanzania		Currency	USD
Frequency of Reporting Subsection 6.3 (**)		Quarterly		Amount	Based on six (6) months disbursement forecast approved by the Bank
Minimum Value of Applications (subsection 3.5)					

The minimum value of applications for Reimbursement, Direct Payment, and Special Commitment is USD 100,000 equivalent.

Authorized Signatures *(Subsection 3.1 and 3.2 **)* The form for the Authorized Signatories Letter is provided in Attachment 1 of this letter

Withdrawal and Documentation Applications *(Subsection 3.3 and 3.4 **)*

The form for Authorized Signatory Letter is provided in Attachment 1 of this letter.

The ASL and all Withdrawal Applications with their supporting documentation will be submitted electronically via the Bank's "Client Connection" system.

Additional Information

- **Local currency account:** To facilitate payment of local expenditures, the project shall open one (1) local currency (Tanzanian Shilling) operating account at the People's Bank of Zanzibar (PBZ).

Other

Form of Authorized Signatory Letter

[Letterhead]
Ministry of Finance
[Street address]

[DATE]

The World Bank
1818 H Street, N.W.
Washington, D.C. 20433
United States of America

Attention: [Country Director] ⁹

Dear [Country Director]:

Re: IDA [Credit] [Grant]¹⁰ No. _____ - ____ (name of Project)

I refer to the Financing Agreement ("Agreement") between the International Development Association ("Association") and the United Republic of Tanzania ("Recipient"), providing the above Credit. For the purposes of Section 2.03 of the General Conditions as defined in the Agreement, any ¹¹[one] of the persons whose authenticated specimen signatures appear below is authorized on behalf of the Recipient to sign Withdrawal Applications ("Application") [and applications for a special commitment] under this [Credit] [Grant].

For the purpose of delivering Applications to the Association, including by electronic means, ¹²[each] of the persons whose authenticated specimen signatures appears below is authorized on behalf of the Recipient, acting ¹³[individually] ¹⁴[jointly],

⁹ Instruction to Association staff: please forward this letter to the Country Lawyer for further processing (Recipient: please do not delete this note).

¹⁰ Instruction to the Recipient: use "Credit" or "Grant" as applicable. *Please delete this footnote in the final letter that is sent to the Association.*

¹¹ Instruction to the Recipient: stipulate if more than one person needs to sign Applications, and how many or which positions, and if any thresholds apply. *Please delete this footnote in final letter that is sent to the Association.*

¹² Instruction to the Recipient: stipulate if more than one person needs to jointly sign Applications, if so, please indicate the actual number. *Please delete this footnote in final letter that is sent to the Association.*

¹³ Instruction to the Recipient: use this bracket if any one of the authorized persons may sign; if this is not applicable, please delete. *Please delete this footnote in final letter that is sent to the Association.*

¹⁴ Instruction to the Recipient: use this bracket only if several individuals must jointly sign each Application; if this is not applicable, please delete. *Please delete this footnote in final letter that is sent to the Association.*

to deliver Applications, and evidence in support thereof on the terms and conditions specified by the Association.

This confirms that the Recipient is authorizing such persons to accept Secure Identification Credentials (SIDC) and to deliver the Applications and supporting documents to the Association by electronic means. In full recognition that the Association shall rely upon such representations and warranties, including without limitation, the representations and warranties contained in the *Terms and Conditions of Use of Secure Identification Credentials in connection with Use of Electronic Means to Process Applications and Supporting Documentation* ("Terms and Conditions of Use of SIDC"), the Recipient represents and warrants to the Association that it will cause such persons to abide by those terms and conditions.

This Authorization replaces and supersedes any Authorization currently in the Association records with respect to this Agreement.

[Name], [position] Specimen Signature: _____

[Name], [position] Specimen Signature: _____

[Name], [position] Specimen Signature: _____

Yours truly,

/ signed /

Attachment 2 - Interim unaudited Financial Statements
To be attached by FMS separately

FOR OFFICIAL USE ONLY

Prepared by: Owusu M. Agyei, *Senior Finance Officer, WFACS*

Cleared with and cc: *[Country Lawyer, Unit]*
Benjamin N. Mtesigwa, *Task Team Leader, EAEG.1*

Cc: Vida Ndilanha Nkya, *FMS, EAEH.1*

ANNEX 3 MONITORING AND EVALUATION PLAN DETAILS

1. MONITORING AND EVALUATION PLAN MATRIX

1	INTRODUCTION	1.1 Project Title					
2	Project Description	Description of gaps that need to be addressed - Background - Statement of the problem - Rationale and justification Project Location Project Objectives					
3	Implementation Strategies/Approaches	Stakeholder Engagement Project Implementation Activities					
4	Monitoring and Evaluation Team (Composition and Roles)	JRDU Coordinator M & E officer Data Analyst Environmental Officer Social Safeguards Officer					
5	Data Sources and Data Collection	Primary & Secondary Data					
	Data Collection Plan	Output	Type of Data	Frequency	Data Packaging	Mode of Delivery	Staff Responsible

2. LOGICAL FRAMEWORK

DESCRIPTION	Performance Indicator	Means of Verification
Outcome		
Output		
Key Activity		

3. PERFORMANCE MONITORING PLAN

Key Monitoring Results	Output Indicator	Means Of Verification	Frequency Of Reporting	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4

Output 1		•					
Activity 1							
Activity 2							

- ❖ Performance monitoring outlines how project will monitor performance against predetermined

Indicators and targets. It gives a roadmap for tracking progress, assessing the effectiveness of interventions, and data-informed decisions

4. PERFORMANCE EVALUATION PLAN.

Results Level	
Performance Indicator	
Operational Definition of Indicator	
Data Source	
Data Collection Methodology	
Frequency of Data Collection	
Baseline Value	
Target	
Cost	

- ❖ The Performance Evaluation Plan outlines the methodology and approach for assessing effectiveness, efficiency, and impact of the project interventions.
- ❖ Key elements will be: Baseline data, Intermediate outcomes, Final Impact

KEY COMPONENTS TO PERFORMANCE MEASUREMENT

- ❖ Data Quality Performance Indicator.
- ❖ Measure of Validity
- ❖ Measure of Reliability
- ❖ Measure of Timeliness
- ❖ Precision
- ❖ Measure of Integrity
- ❖ Performance Results Report

5. DOCUMENTATION PLAN

DOCUMENT TITLE	
Content	
Analysis of Content	
Target Audience	
Packaging Primary Author(S)	
Reviewer(S)	
Date When Required	
Resources	

6. RESULTS DISSEMINATION

TITLE/Description of the document containing results	
AUDIENCE/STAKEHOLDER	
Purpose/Objective of Message	
Dissemination Media	
Packaging	
Dissemination Date(S)	
Resources	

ANNEX 4: PROJECT FINANCING

COMPONENT DETAILS			ALLOCATED AMOUNT	
Component	Sub Components		in US\$	in TZS
Component 1: <i>Access to Justice Services</i>	1.1 Construction of Smart District Construction of Courts in Select Areas		12.8 mil	33.2 bn.
	1.2 Renovation of Select Court Buildings		1.25 mil	3.25 bn.
	1.3 Building Capacity to Strengthen the Use of ADR		0.2 mil	500 mil
	1.4 Development of a Gender Justice Strategy		0.45 mil	1.125 bn
Component 2: <i>Court Efficiency</i>	2.1 Staff Training and Knowledge Exchange Programs in Strategic Areas		3.3 mil	8.25 bn
	2.2 Improvement in Case and Backlog Clearance		1 mil	2.5 bn
	2.3 Introduction and operationalization of a Judicial Management information System (JIMS)		3.5 mil	8.75 bn
	2.4 Capacity Building to Operationalize a Staff Performance Management System (PMS)		0.5 mil	1.25bn
Component 3: <i>Citizen and Stakeholders Engagement</i>	3.1 Capacity Building of Key Stakeholders		1.8 mil	4.5 bn
	3.2 Design and Roll-out of Public Engagement Initiatives		2 mil	5 bn
	3.3 Development and Operations of Court User Satisfaction Surveys		0.5 mil	1.25 bn
	3.4 Support to the Judicial Reform Delivery Unit (JRDU)		2.7 mil	6.75 bn

ANNEX 5: TERMS OF REFERENCE – STEERING COMMITTEE/REFORM CONSULTATIVE COMMITTEE / JRDU

1. STEERING COMMITTEE - TERMS OF REFERENCE

- i. Meetings for the Steering Committee shall be held every quarter each year on dates to be determined by the Committee at each meeting or when necessity demands.
- ii. The Steering Committee shall have standing agenda for meeting which shall include reviewing issues forwarded from a) Chief Justice and Judges Forum b) The Court Registrar and Magistrates i/c meeting and c) CCA and HoDs meetings d) JRDU Coordinator under Zi-JUMP
- iii.
- iv. The Steering Committee shall review implementation progress reports, audit reports at each meeting.
- v. The Secretary to Steering Committee shall prepare and discuss agenda with the Chairperson prior to each meeting.
- vi. The SC shall at each meeting discuss any issue/recommendations received from other agencies including the RGoZ and from the Financier
- vii. The Secretariat shall prepare agenda for each meeting and shall send information to all members on planned meetings with agenda within sufficient time.
- viii. Decisions made at each meeting will be documented and recorded in approved minutes to be preserved by the Secretary.
- ix. The Chair may invite any party to attend SC meeting if and when a specific agenda needs the attendance of such person/persons.
- x. All decisions of the SC that involve action by other agencies shall be conveyed to relevant actors as soon as possible with instructions on action to be taken.

2. JUDICIARY REFORM CONSULTATIVE COMMITTEE (JRCC) – TERMS OF REFERENCE

- i. The Judiciary Reform Consultative Committee (JRCC) shall meet once each quarter each year or at any other time whenever the need arises.
- ii. The Secretary to JRCC shall be the JRDU Coordinator who shall prepare the agenda for each meeting after consultation with the Chair of JRCC
- iii. The Secretary shall inform each member of the date, time, and location for any meeting within sufficient time and the agenda to be discussed.
- iv. The Secretary to JRCC shall request members to forward recommendations and any additional issues to be discussed at meetings
- v. The JRCC shall forward to JRDU all recommendations for action on issues specific to reforms.

3. THE JUDICIARY REFORM DELIVERY UNIT (JRDU) TERMS OF REFERENCE

i. Facilitation of Project implementation;

- a) To coordinate and supervise the implementation of the Project;
- b) Ensure preparation of annual work plans and progress reports in collaboration with project stakeholders;
- c) Facilitate financial administration in relation to the Project;
- d) In consultation with the CCA, advise the CJ on all matters related to the implementation of the Project
- e) Coordinate the implementation of projects funded by Development Partners;

- f) Ensure compliance of procurement procedures in procuring goods, works, and services in relation to Development Partners and other financial contributors to the Project;
- g) Responsible for correspondence and coordination with the World Bank (or other Development Partners) in ensuring copies of signed contracts are forwarded in a timely manner to facilitate disbursement;
- h) Liaison between Development Partners and the Judiciary on projects funded by these parties;

ii. **Capacity Building**

- a) Share best practices and lessons learned with the Judiciary Management Team
- b) Facilitation of the performance progress dialogue between the Judiciary and Financiers

iii. **Coordination of M&E for the Project**

- a) Monitor and supervise overall implementation progress and Evaluation of achievements in project objectives;
- b) To submit M&E Reports to Judiciary and WB
- c) Prepare quarterly and yearly performance reports of the project to Management;
- d) To monitor and report progress on all developments in implementation, identify challenges and constraints, and provide recommendations for action.
- e) Conduct progress review meetings with the Head of Departments to ensure effective and efficient achievement of the Project;

To carry out any other activities as may be **directed by the CCA, CJ and the Steering Committee;**

ANNEX 5: TORs & JOB DESCRIPTIONS –JRDU STAFF

1. JRDU COORDINATOR: KEY ROLES AND DUTIES

1. Job Title	Judiciary Reform Delivery Unit (JRDU) Coordinator
2. Appointment	Appointed by the CJ
3. Accountable to	Chief Justice (CJ) for all judicial functions and to the CCA for all finance and general administration functions
4. Purpose of the Job	To manage project implementation to achieve the PDO
5. Main Duties	
i.	Overall in charge of the JRDU operations and day-to-day project management
ii.	Ensure preparation of Plans for the project for each year
iii.	Ensure financial planning (Budget and Financial forecast) with the Finance Officer and deliver quarterly, semi-annual, and annual plans to the CCA/HCR, Judiciary Reform Consultative Committee, and Steering Committee
iv.	Coordinate all proposed amendments and changes to POM and submit for approval to WB.
v.	Ensure efficiency in procurement activities through the assistance of the Procurement Officer.
vi.	Manage correspondence with the World Bank on requirements for all issues in project management.
vii.	Ensure timely and consistent reporting on all project contracts
viii.	Assign responsibilities to JRDU Deputy Coordinators, and JRDU staff by relevant job descriptions.
ix.	Consult with CCA and CJ on all matters related to the implementation of the project by POM
x.	Prepare quarterly progress report to be submitted to CCA/HCR, Judiciary Reform Consultative Committee, and SC for endorsement
xi.	Monitor overall project implementation in User Departments in collaboration with JRDU staff / Heads of Department
xii.	Prepare and mentor appropriate Project Management Tools to JRDU incorporating best practices in implementation

xiii.	Monitor systems for effective M&E on a continuous basis, data collection, and evaluation framework to assess the performance of project activities.
xiv.	Ensure cost-effective strategies and value for money remain basic principles in project management.
xv.	Ensure quality assurance on deliverables from service providers and contractors.
xvi.	Ensure timely WB approval including "No Objection" for project documents.
xvii.	Prepare correspondence and coordinate with WB and ensure forwarding of signed contracts to facilitate disbursement.
xviii.	Develop internal performance assessment mechanisms for JRDU members.
xix.	Chairperson at all JRDU meetings and manage administrative issues for officers attached to the JRDU.
xx.	Support JoZ in dealing with other tasks as may be required.

2. TERMS OF REFERENCE & JOB DESCRIPTION: JRDU "MEMBERS"

1. Job Title	Member - Judiciary Reform Delivery Unit
2. Responsible to	JRDU Coordinator
3. Purpose of the Job	The Members of the JRDU shall be assistants to the JRDU Coordinator responsible for supporting day to day administration of project activities
i	To support coordination in the management of planned activities across User Departments;
ii	Maintain close follow-up on works and assignments of the technical officers assigned to JRDU
iii	Provide guidance and support to logistics in the management of project activities
iv	Ensure logistics for meetings, training, tours, and other capacity-building activities are conducted efficiently and timely.
v	Coordinate HoDs and their respective technical requirements.

vi.	Compile and generate reports and verify reports submitted by the HoDs and Technical Facilitators.
vii	Supervise preparation and submit compiled monthly progress reports
ix	To support the JRDU Coordinator in handling other tasks as may be required

3. TERMS OF REFERENCE AND JOB DESCRIPTION - FINANCE OFFICER

1. Job Title	Finance Officer
2. Responsible to	JRDU Coordinator
3. Purpose of the Job	<p>To assist the JRDU Coordinator in monitoring and reporting progress on the implementation of the Projects</p> <p>To facilitate the overall administration and management of the financial and accounting elements related to the project.</p>
4. Main Duties	
i	Facilitate overall administration and management of project financial resources and accounting records.
ii	Facilitate User Departments to monitor the management of finances in activities.
iii	Lead preparation of an overall current and future flow of funds plans (i.e. Budget plans and Financial forecast), procedures, and arrangements for receipt of funds for the Project, and ensure timely flow of funds to the User Department for successful implementation.
iv	Establish simple, clear, and transparent accounting reports of expenditure of project items in accordance with the financial and

	accounting regulations on a monthly, quarterly, semiannually, and yearly basis according to schedule.
v	Support preparation of procurement plans and cash flow projections for activities relevant to project procurement
vi	Ensure all correspondence on payment for goods, orders, or services procured, are accorded timely payment.
vii	Support audit requirements by providing full disclosure of documents and proof of expenditure, with the permission of CCA
viii	Train User Departments on financial and accounting requirements.
ix	Report to the JRDU Coordinator on all developments in financial management.

4.TERMS OF REFERENCE: - & JOB DESCRIPTION: PROCUREMENT OFFICER

1. Job Title	Procurement Officer
2. Responsible to	JRDU Coordinator
3. Purpose of the Job	To assist the JRDU Coordinator in monitoring procurement in the implementation of the project activities To facilitate overall management of procurement activities related to the project.
4. Main Duties	
i	Facilitate the Head of Department to prepare individual annual procurement plans for their activities.
ii	Develop a consolidated annual procurement plan based on the work plan of the Project.
iii	Facilitate the Head of the Department to prepare and update a consolidated requirement/ request of goods, works, consulting, non-consulting works, and other services on a yearly basis and for the whole duration of the project
iv	Facilitate the preparation of required procurement documents with the Head of Department.

v	Facilitate Head of Procurement Management Unit (PMU) to obtain timely World Bank (or other financial contributors) approval (e.g. "No objection") for procurement documents.
vi	Arrange advertising in relevant media for procurement activities required for the Project.
vii	Facilitate to organize and manage pre-bid conferences, conduct bid opening and prepare minutes of bid-opening, organize and support the Evaluation Committee, participate in the Evaluation Committee, and obtain timely approval required for procurement either from the Management of the Judiciary or World Bank.
viii	Facilitate correspondence and coordination with the World Bank (or other financial contributors) to ensure the forwarding of copies of signed contracts to facilitate disbursement.
ix	Track, evaluate, and report on the progress of procurement activities against procurement plans.
x	Develop and implement Value Management in procurement contracts and contract management to achieve optimal cost benefit in expenditure.
xi	Continuously revise procurement plans in consultation with the Head of PMU/JRDU as needed.
xii	Maintain a record of completed, ongoing, and future contracts and submit progress of expenditure reports on a weekly, monthly, quarterly, half-yearly, and yearly basis to the Head of PMU/JRDU.
xiii	Support any audit requirement by providing full disclosure of documents and proof of expenditure, with the permission of CCA
xiv	To support the Head of PMU/JRDU and other JRDU/PMU team members in dealing with other tasks as may be required.

5. TERMS OF REFERENCE & JOB DESCRIPTION MONITORING AND EVALUATION OFFICER

1. Job Title	Monitoring and Evaluation (M&E) Specialist
2. Responsible to	JRDU Coordinator
3. Purpose of the Job	To assist the JRDU Coordinator in monitoring and reporting progress on implementation of the project.

	To manage the monitoring and evaluation of activities related to the Project.
4. Main Duties	
i	Develop a comprehensive, effective and user-friendly monitoring and evaluation framework including procedures for data collection, reporting and analysis.
ii	Develop proposals for baseline studies, process reviews, and impact assessment studies.
iii	Facilitate the Head of Department to ensure accurate data collection and timely submission of progress.
iv	Facilitate the development of project implementation plans with the Head of Department for a period of no less than 18 months.
v	Provide technical assistance and training for other staff of the Judiciary to provide timely and accurate data.
vi	Develop an evaluation and review framework of project deliverables.
vii	Facilitate continuous improvement to streamline processes and increase efficiency in data gathering and evaluation of results.
viii	Develop and share field visits M&E Reports.
ix	Ensure project implementation and project reports are produced timely with high quality.
x	To assist JRDU Coordinator in the preparation of monthly, quarterly, half-yearly, and yearly performance.

6. JOB DESCRIPTION: ENVIRONMENT SAFEGUARDS OFFICER

Job Title:	Environmental Safeguards Officer
Responsible To	JRDU Coordinator
Job Purpose:	To Serve as Primary Environmental Specialist working with the project to ensure environmental risks and impacts are assessed and mitigation measures following good practice in risks mitigation hierarchy and

	sustainability measures are integrated into project design and followed through during implementation.
Main Duties:	
i	Coordinate environmental management planning and implementation of annual plans within the project
ii	Coordinate the preparation of the Comprehensive ESIA and environmental and social management plan (ESMP), done by the consultant and site-specific ESMP (SSESMP).
iii	<p>To provide a range of technical support to the project activities, including the following potential areas:</p> <ul style="list-style-type: none"> i. Environmental Safeguards and ESF Instruments; ii. Environmental risk analysis and management; iii. Occupational health and safety management; iv. Environmental, occupational health, and safety laws, regulations and requirements; v. International Best Practices in Environmental Management vi. Design and implementation of mitigation strategies in areas of risk; vii. Project design to improve environmental benefits (positive impacts) and outcomes of the project;
iv	To supervise the provision of assistance to project beneficiaries on improving and maintaining environmental considerations in their activities.
v	To review progress reports by the supervision engineer/consultant during civil works and conduct inspections of the sites.
vi.	To prepare and submit the prescribed monthly/ quarterly and annual reports on environmental compliance of project activities.

vii	To participate in regular supportive supervision, inspections, and monitoring of all environmental-related issues in the Project.
viii	Support in mainstreaming and screening of climate-related risks on all project activities.
ix	Perform any other duties as assigned by JRDU Coordinator

7. TERMS OF REFERENCE AND JOB DESCRIPTION: SOCIAL SAFEGUARDS OFFICER

Responsible To:	JRDU Coordinator
Job Title:	Social Safeguards Officer
Job Purpose:	To Serve as Social Safeguards Specialist working with the project to ensure all social safeguards are adhered to and mitigation measures are in place in line with best practices as well as integrated into project design and are followed throughout implementation.
Main Duties :	
i	Coordinate Project Social safeguards management planning and implementation of annual plans within the Project.
ii	To coordinate the preparation of a comprehensive social safeguards management agenda
iii	To provide technical support to the project activities, including: <ul style="list-style-type: none"> i. The dissemination of social safeguards policy and regulation to all stakeholders ii. Undertake social impact assessments, analysis, and impact management; iii. Define social health and safety standards iv. Advocate for dialogue on appropriate social welfare requirements;

	v. Ensure adherence to international standards for social safeguards vi. Design and implement appropriate strategies for local measures;
iv	To supervise the provision of assistance to project beneficiaries in improving and maintaining social considerations in their activities
v	To review progress reports by User Departments on social welfare issues and conduct inspection of activities in project areas
vi	To prepare and submit the prescribed monthly/ quarterly and annual reports on social safeguards compliance.
vii	To participate in regular supportive supervision, inspections, and monitoring of all Social safeguards-related issues in the Project.
viii	To perform any other relevant duties assigned by the JRDU Coordinator.

9. TOR AND JOB DESCRIPTION:

COMMUNICATION AND DOCUMENTATION OFFICER

1. Job Title	Communication and Documentation Officer
2. Responsible to	JRDU Coordinator
3. Purpose of the Job	To assist the JRDU Coordinator in monitoring and reporting progress on the implementation of the To lead communications and document management efforts for the JRDU.
4. Main Duties	
i	Facilitate communication of implementation issues in the Project
ii	To provide support for the specific communication and documentation needs of the assigned User Depts;
iii	Monitor overall project communication issues in implementation with the cooperation of Heads of the User Department

iv	To provide regular documentation in progress and updates to the JRDU Coordinator;
v	Facilitate performance dialogue sessions between the Head of User Depts with key stakeholders
vi	To facilitate training User Depts and Judiciary staff in project information sharing techniques;
vii	To facilitate and support the JRDU Coordinator in internal and external communications of the work done by the JRDU;
viii	Work with the JRDU Coordinator to develop a communications strategy for JRDU
ix	To provide updates to the employees of the Judiciary of Tanzania on the progress made by the JRDU and related projects;
x	To work with the PRO Unit at Judiciary to organize publicity events eg, press releases related to success stories
xi	To organize and maintain the digital records and documents of the project
xii	To assist other JRDU members in the organization of their digital documents;
xiii	To consolidate updates made to shared documents by the JRDU Team;
xiv	Perform other duties as may be assigned by the JRDU Coordinator

ANNEX 6: PROCUREMENT PLAN ZI- JUMP (18 MONTHS: JULY 2024 – DEC 2025)

I. Packages for Goods, Works, and Consulting Services

Goods:

Ref No.	Contract (Description)	Estimated Cost in US\$	Review by Bank (Prior/Post)	Market Approach (Open-National/ International Limited etc.)	Proc. Method	Evaluation Options (Most Advantageous Bid, BAFO, Rated Criteria etc.)	Procurement Process: (Single/Multiple Stages; One/Two Envelopes etc.)	PQ (Yes/No)	Domestic Pref. (Yes/No)	Expected Bid Opening	Expected date of Contract Signature
1.	Procurement of ICT equipment for (i) five district magistrate court buildings (Kinduni, Nungwi, Chwaka, Kijichi and	1,000,000	Post	Open, National	RfB	Most Advantageous Bid (MAB)	Single stage one envelope	No	No	25-Dec-25	25-Jan-26

	Makunduchi; all Unguja), (ii) one Integrated Justice Center which will house select High Court divisions, and (iii) two renovated court buildings at Mahonda (Unguja) and Wete (Pemba)										
2.	Procurement of office furniture for (i) five district magistrate court buildings (Kinduni, Nungwi,	1,237,000	Post	Open, National	RfB	Most Advantageous Bid (MAB)	Single stage one envelope	No	No	25-Dec-25	25-Jan-26

	Chwaka, Kijichi, and Makunduchi)-Unguja, (ii) one Integrated Justice Center that will house select High Court divisions, and (iii) two renovated court buildings at Mahonda (Unguja) and Wete (Pemba)										
3.	Procurement of ICT equipment to strengthen management capacities at Judiciary Reform Delivery	67,500	Post	Open, National	RfB	Most Advantageous Bid (MAB)	Single stage one envelope	No	No	15-Aug-24	15-Sept-24

	Unit (JRDU) and Estate Management Unit (EMU)										
4.	Procurement of 17 motor vehicles to support the monitoring of the implementation of the judicial reform agenda	910,000	Prior	DS	UN	NA	NA	NA	NA	20-Aug-24	20-Sept-24
5.	Supply, installation, and commission of Video Conferencing Equipment for three (3) selected courts	57,000	Post	Request for Quotations	RfQ	Most Advantageous Bid (MAB)	Single stage one envelope	No	No	31-Nov-24	30-Dec-25

	and two (2) Prisons.										
Sub-Total: Goods USD		3,271,500									

Sl. No.	Contract	Estimate	Review	Market	Proc.	Evaluation	Procurement	PQ	Domestic	Expected	Expected d	of
	(Description)	d Cost/Actual Cost (US\$)	by Bank (Prior/Post)	Approach (Open National/ International Limited etc.)	Method	Options (Most Advantage ous Bid, BAFO, Rated Criteria etc.)	Process:(Sin gle/Multiple Stages; One/Two Envelopes etc.)	(Yes /No)	Pref. (Yes/No)	Bid Opening	Contract Signature	
1.	Construction of five (5) District Magistrate Court (DMC) buildings (Kinduni, Nungwi, Chwaka, Kijichi and Makunduchi) and One (1) Integrated Justice Court (IJC)	9,400,000	Prior	Open National	RfB	Most Advantage ous Bid (MAB)	Single Stage One envelope	No	No	15-Dec-24	15-Feb-25	

3.	Renovation of two court buildings at Mahondaa (Unguja) and Wete (Pemba)	700,000	Post	Open National	Rfb	Most Advantageous Bid (MAB)	Single Stage One envelope	No	No	15-Dec-24	15-Feb-25
B-Total: Works		10,100,000									
D											

Ref No.	Contract (Description)	Estimated Cost/Actual Cost (US\$)	Review by Bank (Prior /Post)	Market Approach (OpenNational / International Limited etc.)	Proc. Method	Evaluation Options (Most Advantageous Bid, BAFO, Rated Criteria etc.)	Procurement Process:(Single /Multiple Stages; One/Two Envelopes etc.)	PQ (Yes/ No)	Domestic Pref. (Yes/No)
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					Individual Consultant (IC) etc.)				
1.	Consultancy services for undertaking the Environmental and Social Impact Assessment (ESIA) for the (i) proposed construction of five district magistrate court buildings (Kinduni, Nungwi,	100,000	Post	Open National	CQS	Yes	15-Aug-24	15-Sept-24	

Chwaka, Kijichi and Makunduchi; all in Unguja), (ii) proposed construction of one Integrated Justice Center which will house select High Court divisions; and (iii) proposed renovation of two court buildings in Mahonda (Unguja) and Wete (Pemba)								
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2.	Consultancy service for design, preparation of bidding document, and construction supervision for the proposed construction of five (5) district magistrate court (DMC's) buildings, one Integrated Justice Center (IJC) building, and two renovated court buildings at Mahonda in	750,000	Post	DS	SSS	No	15-Sept-24	15-Oct-24

	Unguja and Wete in Pemba.							
3.	Clerk of Works (COWS) to support the supervision construction of district magistrate court buildings at Kijichi, Nungwi, and Kinduni	50,000	Post	Open National	IC	No	15-Oct-24	15-Nov-24
4.	Clerk of Works (COWS) to support the supervision construction of district magistrate	50,000	Post	Open National	IC	No	15-Oct-24	15-Nov-24

	court buildings at Makunduchi and Chwaka								
5.	Clerk of Works (COWS) to support the supervision and construction of the Integrated Justice Center	50,000	Post	Open National	IC	No	15-Oct-24	15-Nov-24	
6.	Procurement of a Social Specialist to support project implementation during the initial twelve months	48,000	Post	Open National	IC	No	15-Aug-24	15-Sept-24	
7.	Consultancy service for conducting a training needs	100,000	Post	Open National	IC	No	15-Aug-24	15-Sep-24	

	assessment and preparing a training program for judiciary officers, non-judiciary officers, and other stakeholders							
8.	Consultancy services to review the Zanzibar Civil Procedure decree and rules to incorporate ADR mechanism	20,000	Post	Open National	IC	No	15-Aug-24	15-Sep-24

9	Consultancy services for the preparation of a gender justice strategy	100,000	Post	Open International	IC	Yes	15-Aug-24	15-Sep-24
11	Consultancy services for developing strategies to address inefficiency, low disposition rate, and case backlog across all courts	100,000	Post	Open National	CQS	Yes	21-Jun-25	21-July-25
12.	Consultancy services for designing and operationalizing staff performance	200,000	Post	Open International	CQS	No	21-Jun-25	21-July-25

	management (PMS)								
13.	Consultancy services for the development and implementation of court user satisfaction survey	50,000	Post	Open National	CQS	No	21-Mar-25	21-Apr-25	
14.	Consultancy services for the development of Change management and communication strategy for JoZ	100,000	Post	Open National	IC	No	21-Mar-25	21-Apr-25	
Sub-Total: Consultancy Services USD		1,718,000							
Grand Total (Goods, Works, Non-Consultancy,		15,228,660							

and Consultancy Services USD							

Acronym and Abbreviation

1. **MAB - Most Advantageous Bid**
2. **ICS – Individual Consultant Selection**
3. **QCBS – Quality and Cost-Based Selection**
4. **FBBS – Fixed Budget Based Selection**
5. **LCBS – Least Cost-Based Selection**
6. **QBS – Quality Based Selection**
7. **CQS – Consultant Qualification Selection**
8. **DS - Direct Selection**
9. **BAFO – Best and Final Offer**
10. **RFB – Request for Bid**

ANNEX 7:

Letter of Acceptance of the World Bank's Anti-Corruption Guidelines and Sanctions Framework

Date: _

Invitation of Bids/Proposals No. _____

To:

We, along with our sub-contractors, sub-consultants, service providers, suppliers, agents (whether declared or not) consultants and personnel, acknowledge and agree to abide by the World Bank's policy regarding Fraud and Corruption (corrupt, fraudulent, collusive, coercive, and obstructive practices), as set out and defined in the World Bank's Anti-Corruption Guidelines¹⁵ in connection with the procurement and execution of the contract (in case of award), including any amendments thereto.

We declare and warrant that we, along our sub-contractors, sub-consultants, service providers, suppliers, agents (whether declared or not), consultants and personnel, are not subject to, and are not controlled by any entity or individual that is subject to, a temporary suspension, early temporary suspension, or debarment imposed by a member of the World Bank Group, including, inter alia, a cross-debarment imposed by the World Bank Group as agreed with other international financial institutions (including multilateral development banks), or through the application of a World Bank Group finding of non-responsibility on the basis of Fraud and Corruption in connection with World Bank Group corporate procurement. Further, we are not ineligible under the laws or official regulations of *[Insert name of Employer as per bidding document]* or pursuant to a decision of the United Nations Security Council.

We confirm our understanding of the consequences of not complying with the World Bank's Anti-Corruption Guidelines, which may include the following:

- a. rejection of our Proposal/Bid for award of contract;

⁶*Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by International Bank for Reconstruction and Development Loans and the International Development Agency Credits and Grants*, dated October 15, 2006, and revised in January 2011 and July 2016, as they may be revised from time to time.

- b. in the case of award, termination of the contract, without prejudice to any other remedy for breach of contract; and
- c. Sanctions, pursuant to the Bank's Anti-corruption Guidelines and in accordance with its prevailing sanctions policies and procedures as set forth in the Bank's Sanctions Framework. This may include a public declaration of ineligibility, either indefinitely or for a stated period of time, (i) to be awarded or otherwise benefit from a Bank-financed contract, financially or in any other manner;¹⁶ (ii) to be a nominated¹⁷ sub-contractor, consultant, manufacturer or supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract; and (iii) to receive the proceeds of any loan made by the Bank or otherwise to participate further in the preparation or implementation of any Bank-financed project.

We understand that we may be declared ineligible as set out above:

- a. completion of World Bank Group sanctions proceedings according to its prevailing sanctions procedures;
- b. cross-debarment as agreed with other international financial institutions (including multilateral development banks);
- c. the application of a World Bank Group finding of non-responsibility on the basis of Fraud and Corruption in connection with World Bank Group corporate procurement; or
- d. Temporary suspension or early temporary suspension in connection with an ongoing World Bank Group sanctions proceeding.

For the avoidance of doubt, the foregoing effects of ineligibility do not extend to a sanctioned firm's or individual's execution of its ongoing Bank-financed contracts (or its ongoing sub-agreements under such contracts) that are not the subject of a material modification, as determined by the Bank.

⁷For the avoidance of doubt, a sanctioned party's ineligibility to be awarded a contract shall include, without limitation, (i) applying for pre-qualification, expressing interest in a consultancy, and bidding, either directly or as a nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider, in respect of such contract, and (ii) entering into an addendum or amendment introducing a material modification to any existing contract.

⁸A nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider (different names are used depending on the particular bidding document) is one which has been: (i) included by the bidder in its pre-qualification application or bid because it brings specific and critical experience and know-how that allow the bidder to meet the qualification requirements for the particular bid; or (ii) appointed by the Borrower.

We shall permit and shall cause our sub-contractors, sub-consultants, agents (whether declared or not), personnel, consultants, service providers, or suppliers, to permit the Bank to inspect¹⁸ all accounts, records, and other documents relating to the procurement process and/or contract execution (in the case of award), and to have them audited by auditors appointed by the Bank.

We agree to preserve all accounts, records, and other documents (whether in hard copy or electronic format) related to the procurement and execution of the contract.

Name of the Bidder/Consultant: _____

Name of the person duly authorized to sign the Bid/Proposal on behalf of the Bidder/Consultant:

Title of the person signing the Letter: _____

⁹Inspections in this context are usually investigative (i.e., forensic) in nature: they involve fact-finding activities undertaken by the Bank or persons appointed by the Bank to address specific matters related to investigations/audits, such as evaluating the veracity of an allegation of possible Fraud and Corruption, through the appropriate mechanisms. Such activity includes but is not limited to accessing and examining a firm's or individual's financial records and information, and making copies thereof as relevant; accessing and examining any other documents, data, and information (whether in hard copy or electronic format) deemed relevant for the investigation/audit, and making copies thereof as relevant; interviewing staff and other relevant individuals; performing physical inspections and site visits; and obtaining third-party verification of information.

ANNEX 8: ELIGIBLE AND INELIGIBLE EXPENDITURE

	EXPENDITURE TYPE	ASSESSMENT	COMMENTS
1	Salaries to Civil Servants	Not allowed	Civil Servants are on the Government payroll and should not be paid by Basket Funds, for sustainability reasons
2	Salary Top-Ups to Civil Servants for program coordination and/or Management	Not allowed	The government should have an incentive program for the whole of the civil service that is performance-based
3	Sitting Allowances	Not allowed	Civil servants are paid to work for the government. Common Basket projects and programs are owned by Government and part of day-to-day work. In the case of consultants, they are contracted and paid reasonable fees to render services to the program
4	Honorarium to civil servants (payment for services performed in committees, meetings, workshops, tasks forces)	Not allowed.	Participation is part of day-to-day work
5	Internal consulting by public and civil servants currently on the government Payroll	Not allowed	The government has hired civil servants for certain expertise. Work done by the civil servant for the Government is paid with normal monthly salary.
6	Extra duty allowances	Not allowed	If civil servants need to work beyond normal working hours and weekends to accomplish pre-agreed

			tasks, extra duty allowances are part of payment obligations the Government has as an employer.
7	Acting allowances	Not allowed	This is part of the employer's duty and has to be covered by the Government
8	Per diems	Allowed as per Government rates	Government rates apply for meals and accommodation
9	Transport costs	Allowed in accordance with government regulations	Transport will usually be by program vehicle. Or if public transport is used, actual costs of travel will be reimbursed to the individual on the provision of valid receipts
10	Facilitation allowance	Allowed	The facilitation allowance is allowed on a specific basis
11	Consumables such as paper, fuel, ink, telephone, internet charges, pens, etc	Allowed	Value for money principles strictly apply. Consumables can only be funded as needed to implement reform-related activities
12	Technical Fees	Allowed	Allowed on the basis of a fee provided for managerial, technical, or consultancy services, including a fee for the provision of services of technical by Government employees or other personnel.
13	Workshops, training, and conferences	Allowed	Facilities within hosting institutions must be used where available. Use of outside facilities requires specific approval
14	International travel and training	Allowed	Allowed on the basis of specific approval in the work plan and VFM principles apply at all times.

ANNEX 9: LIST OF MAIN REFERENCES

1. Project Appraisal Document - Zanzibar Judiciary Modernization Project (Zi-JUMP) April 19, 2024
2. Zanzibar National Development Vision (ZNDV 2050)
3. Zanzibar Public Finances Act 2016
4. Zanzibar Public Finance Regulations 2021
5. Zanzibar Public Procurement and Disposal of Public Assets Act 2016
6. Zanzibar Public Procurement and Disposal of Public Assets (Regulations) 2021
7. Environmental and Social Management Framework:
www.judiciaryzanzibar.go.tz
8. Zanzibar Judiciary Administration Act (2018)
9. Zanzibar Environmental Management Act No. 3 of 2015
10. Judiciary of Zanzibar Strategic Plan IV, (2024/25 – 2028/29), December, 2023
11. World Bank Procurement Regulations for IPF Borrowers” (Fifth Edition September 2023)
12. Guidelines for Combating Fraud and Corruption in Projects Financed by IBRD Loans and WB Credits and Grants, Revised, January 2011 and as of July 1, 2016.
13. JoZ - Judiciary of Zanzibar Needs Assessment, 2022
14. Zanzibar Legal Sector Reform Programme Strategy II (2023/24 – 2027/28)