



The Revolutionary Government of Zanzibar

**ZANZIBAR JUDICIAL MODERNIZATION PROJECT (Zi-JUMP) P500588
Stakeholder Engagement Plan (SEP)**

March 2024

1. INTRODUCTION/PROJECT DESCRIPTION

The Zanzibar Judicial Modernization and Public Service Reform Project (Zi-JUMP) aims to enhance the accessibility, efficiency, and transparency of selected judicial services, in Zanzibar (Unguja and Pemba).

The Zi-JUMP project comprises the following components:

- **Component 1:** Access to Justice Services. This component aims to enhance 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.
- **Component 2:** Court Efficiency. The JoZ's needs assessment reveals that citizens and business in Zanzibar complain about gaps in efficiency and quality of services with the delay in case disposition considered most critical. In parallel, the JoZ leadership and court management is also dissatisfied with lengthy court procedures, a growing stock of pending cases and an increasing risk of accumulating case backlog. To address the concerns shared the proposed component will focus on addressing court inefficiencies by increasing capacities through staff knowledge exchange and training programs, streamlining and simplifying court procedures, strengthening court enforcement, introducing a case management tool to monitor and manage cases, and introducing and rolling-out a staff performance management system.
- **Component 3:** Citizen and Stakeholders Engagement. Inadequate stakeholder engagement and lack of transparency in judicial service delivery has led to low levels of trust among citizens and the business community in Zanzibar. The proposed operation will address this through identifying and supporting initiatives that will foster citizen awareness and engagement, inter-institutional initiatives to improve court user experience, and change management initiatives to strengthen the understanding of judicial service delivery.

The Zi-JUMP is being prepared under the World Bank's Environment and Social Framework (ESF) as per Environmental and Social Standard 10 (ESS10) on Stakeholder Engagement and Information Disclosure, thus the implementing agencies shall provide stakeholders with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination, or intimidation.

2. OBJECTIVE / DESCRIPTION OF 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.

3. STAKEHOLDER IDENTIFICATION AND ANALYSIS

3.1 Methodology

In order to meet the best practice approaches, the project will apply the following principles for stakeholder engagement:

- **Openness and life-cycle approach:** Public consultations for the project(s) will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.
- **Informed participation and feedback:** Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholder feedback, and for analyzing and addressing comments and concerns.
- **Inclusiveness and sensitivity:** Stakeholder identification will be undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention will be given to vulnerable groups that may be at risk of being left out of project benefits, particularly women, the elderly, persons with disabilities, displaced persons, migrant workers and communities, and the cultural sensitivities of diverse ethnic groups.

- Flexibility: In case of any cultural barriers that would inhibit traditional forms of face-to-face engagement, the project shall adapt to other forms of engagement, including various forms of separate groups between men and women, internet- or phone-based communication.

3.2. AFFECTED PARTIES AND OTHER INTERESTED PARTIES

Affected parties under this project include local communities at the Shehia and District level and other parties that may be subject to direct impacts from the Project. Specifically, the following individuals and groups fall within this category. The affected parties are poor communities, women, children, the elderly, and people with disabilities.

The projects' stakeholders also include parties other than the directly affected communities, including Media houses, Development partners, learning institutions, hospitals, and other relevant MDAs as seen in the list below.

List of stakeholders, roles, and level

Stakeholder	Role	Level of interest	Level of influence	Level of impact
Director of Public Prosecution - DPP	Prosecutor	High	High	Medium
Attorney General Chamber -AGC	Laws drafting	High	High	High
Community members (disadvantaged, vulnerable)	Beneficiary	Medium	Low	High
Police force	Enforcers	Medium	Medium	Low
Advocates (ZLS)	Defenders (client representative)	Medium	Low	Low
Institute of Correctional for Offenders	Enforcers	Medium	Medium	Low
Regional administration	Local administration	Medium	Medium	Medium
Civil society/NGOs	Advocating	Medium	Medium	Medium
Media	Awareness and sensitization	Medium	High	Low
Development partners	Awareness	Medium	Medium	Medium
House of representatives	Laws makers	High	High	High
Zanzibar Anti-corruption and Economic Crime Authority (ZAECA)	Law enforcement	Medium	Medium	Medium
Hospitals/Chief Chemist	Evidence assistance	Low	Low	Medium
University	Training	Low	Low	Low
Legal Service Facilities (LSF)	Legal assistance	Low	Low	Low
Wakf Commission	Evidence	Low	Low	Low
Social welfare Department from ministry of Health	Health and psychosocial Support	Low	Low	Low

3.3. Disadvantaged/Vulnerable Individuals or Groups

Within the Project, vulnerable or disadvantaged groups who may have barriers to accessing information, or other Project benefits may include but are not limited to the following: women, women headed households, elderly, youth, the unemployed, people with disabilities and their care takers, and the poor communities. Vulnerable groups within the communities affected by the Project may be further confirmed, and consulted through dedicated means, as appropriate. A description of the methods of engagement that will be undertaken by the project is provided in the subsequent sections.

4. STAKEHOLDER ENGAGEMENT PROGRAM

4.1. Summary of stakeholder engagement during project preparation

During project preparation, three public consultation meetings were conducted between 24th December 2023 and 3rd January 2024 by the Judiciary of Zanzibar in Pemba and Unguja. Objectives of these consultations were, informing stakeholders regarding the upcoming project, shared project design, potential risks and mitigation measures. During the meetings, the team collected stakeholders' views and comments on the project. Consultations took place in, Kengeja, Kinduni, Kijichi, Makunduchi, and Kigunda shehia/village. Total of 147 participants attended these consultations include District officials, Shehia baraza, Councilors, Police gender desk, Prison, NGO's, Court officials, women representatives, special needs, youth representatives, and village elders. The key issues were the overall objectives and description of the project preparations so as to raise their awareness of the project and its components. (Refer to Annex Table 1 for details).

Issues discussed during consultations were related to land acquisition, location of the court, priorities to shehia members, employment, GRM for workers and community members. Other concerns were, the establishment of community police, and restrictions of communities using different resources such as water. These restrictions are usually posed by contractors. These concerns were considered by the project team. A summary of the main recommendations received is provided in Annex table 1.

4.2. Summary of project stakeholder needs and methods, tools, and techniques for stakeholder engagement.

Different engagement methods are proposed and cover different stakeholder needs. These include (i) structured agendas, (ii) focus group meetings/discussions, (iii) community consultations, (iv) formal meetings, (v) one-on-one interviews, and (vi) site visits.

4.3. Stakeholder engagement plan

Project Stage	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
Preparation stage	Project information, design, characteristics, mitigation measures, and documents prepared for the project. Question and Answers	(i) structured agendas, (ii) focus group meetings/discussions, (iii) community consultations, (iv) formal meetings, (v) one-on-one interviews, and (vi) site visits.]	Identify above	JoZ
Commencement of the project	Commencement of the project	Letters to Shehia leaders; traditional notifications; disclosure of Project documentation in a culturally appropriate and accessible manner; community meetings; focus group discussions; outreach activities.	Project beneficiaries, project-affected parties, stakeholders, and the public.	JoZ
On-going process through the project	Updates on the overall project, risks and impact, procurement, employment	phone/email; one-on-one interviews; formal meetings; and round-table discussions; and letters to Shehia leaders; traditional notifications;	All affected and interested parties of the project as well as the staff of the	JoZ

cycle.	opportunities as well as on the project's engagement activities with the public.	disclosure of Project documentation in a culturally appropriate and accessible manner; community meetings; focus group discussions; outreach activities.	Ministry/Court.	
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The following documents will be disclosed (i) Stakeholder Engagement Plan (SEP), including Grievance Mechanism (GM) procedures; (ii) Environment and Social Management Framework (ESMF); Labour Management Plan (LMP); and Environment and Social Commitment Plan (ESCP). The disclosure will be through the Project website, and both Kiswahili and English languages will be mainly used in public and consultation meetings.

4.4. Reporting back to stakeholders

Stakeholders will be informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and Grievance Mechanism, and the project's overall implementation progress.

5. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES

5.1. Resources

Judiciary of Zanzibar will be in charge of stakeholder engagement activities. The budget for the SEP is TZS **373,442,000** and is included in component (iv) Project Management and Monitoring and Evaluation of the project.

	Budget Category		Quantity	Unit Costs	Times/Years
1.	Estimated staff facilitation and related expenses				
	Communications expenses	persons	5	300,000.00	4.00
	Travel costs (ticket Pemba)	persons	4	300,000.00	6.00
	Travel costs (Pemba)	fuel liters	100	3,000.00	6.00
	Travel costs (Unguja)	fuel liters	100	3,000.00	12
	Living expenses (per diem) Pemba	person	4	165,000.00	24
2.	Events				
	Organization of focus group discussion	person	30	30,000.00	4
	Supporting staff for focus group discussion	person	6	50,000.00	8
3.	Communication campaigns				
	Production and printing of posters, flyers, procures, banners	set	10	2,000,000.00	2
4.	Training				
	Training on social/environmental issues for PIU and contractor staff	sessions	2	3,500,000.00	4
	Officials to support training	pers	6	30,000.00	4
5.	Beneficiary surveys				
	Conduct beneficiary survey	lump sum	2	2,500,000.00	1

6.	Grievance Mechanism				
	Training of the GRM committees	sessions	2	3,500,000.00	2
	Suggestion boxes in villages	site	4	500,000.00	1
	GRM communication materials	set	2	1,000,000.00	1
	Transport and other materials for the GRM management team	set	4	5 00,000.00	1

5.2. Management functions and responsibilities

The entities responsible for carrying out stakeholder engagement activities are JoZ.

The stakeholder engagement activities will be documented through tracking sheets, Stakeholder engagement reports, photos, meeting minutes, and reporting files.

6. GRIEVANCE MECHANISM

The main objective of a GRM is to assist in resolving complaints and grievances in a timely, effective, and efficient manner that satisfies all parties involved.

6.1. Description of GRM

Step	Description of Process	Time frame	Responsibility
GRM implementation structure	Consists of several levels starting with the Shehia Committees at the lowest level through the district to the project grievance committee at the Ministerial level.	Throughout the project period	Judiciary
Grievance uptake	Grievances can be submitted via the following channels: <ul style="list-style-type: none"> • Project toll-free telephone numbers • Suggestion boxes • Face-to-face meetings/Community meetings. • Walk into Shehia offices 	Throughout the project period	Community Leader -Shehia Local
Sorting, processing	Any complaints received are registered in grievance the logbook and categorized according to the following complaint types: <p>Category 1: Project management (Including communication/consultation, /Corruption, accountability, and transparency).</p> <p>Category 2: Grievances related to labour. including labour working conditions, procurement/hiring practices, unfair labor practices, illegal labor practices (such as forced labor and child labour) sexual harrassment, and</p>	Upon receipt of complaint	Local grievance focal points

	<p>1. Occupational Health and Safety</p> <p>Category 3: Exclusion risks</p> <p>2. The complaint relates to the perception by a community or a person that they were unfairly excluded from participating in the project.</p> <p>Category 4: Requests for information by</p> <p>3. the community and other questions</p>		
Acknowledgement and follow-up	Receipt of the grievance is acknowledged to the complainant by the PIU	Within 2 days of receipt	Local grievance committee
Verification, investigation, action	Investigation of the complaint is led by the PIU. A proposed resolution is formulated by the District Committee and communicated to the complainant by the Project officer.	Within 14 working days	Local grievance committee composed of 1. Shehia leaders 5. Representatives from the community 6. District /ward Community development officer
Monitoring and evaluation	Data on complaints are collected in the Shehia and reported to PIU	Throughout the implementation of the project	The M&E personnel
Provision of feedback	Feedback from complainants regarding their satisfaction or dissatisfaction with complaint resolution is collected by the Shehia grievance committee	Every month	Shehia grievance committee
Training	<p>Training needs for staff/consultants in the PIU, Contractors, and Supervision Consultants are as follows:</p> <ol style="list-style-type: none"> 1. GRM 2. Health and safety 3. Environmental and social risk management. 	Six months	Training officer
If relevant, payment of reparations following complaint resolution	To be determined		

The GRM will provide an appeals process if the complainant is not satisfied with the proposed resolution of the complaint. Once all possible means to resolve the complaint have been proposed and if the complainant is still not satisfied, then they should be advised of their right to legal recourse.

The Project may result in incidences of Gender Based Violence (GBV) and Sexual Exploitation and Abuse (SEA) affecting workers and the community. Handling GBV cases is quite different from handling other complaints. At the Shehia level, the Women GBV coordinator will receive GBV-related grievances including matters of confidentiality, treating survivors with empathy, what non-identifiable data should be collected, and how to refer the case to service providers. Labour Grievance Mechanism will be developed to resolve workers-related grievances. The World Bank and the Judiciary do not tolerate reprisals and retaliation against project stakeholders who share their views about Bank-financed projects.

7. MONITORING AND REPORTING

7.1. Summary of how SEP implementation will be monitored and reported.

Information on public engagement activities undertaken by the Project using the following key performance indicators:-

- Number of public hearings, consultation meetings, and other public discussions/forums conducted within a report annually.
- Frequency of public engagement activities.
- Sub-project coverage of public engagement activities.
- Number of Shehia covered by the consultation process.
- Number and details of vulnerable individuals involved in consultation meetings.
- Number of public grievances received within a given reporting period (quarterly or annually) and number of those resolved within the prescribed time-line.
- Type of public grievances received.
- Number of press materials published/broadcasted in the local, district, regional, and national media platforms.

The project will establish a GRM system that only designated officers can have access for entering, tracking corrective actions, updating complaint status, and generating GRM monthly reports on:-

- Number of grievances received.
- Number of grievances resolved within the stipulated time frame.
- Number of outstanding grievances.
- Reasons for outstanding cases.
- Most reported issues and Correctional Action taken by the project to address these issues etc.

The project will prepare a stakeholder engagement reports semi-annually.

7.2. Reporting back to stakeholder groups

The SEP will be periodically revised and updated as necessary in the course of project implementation. Information will be periodically shared to stakeholders, including summaries and internal reports on public grievances, inquiries, and related incidents. The status of implementation of associated corrective/preventive actions, and will be collated by responsible staff and referred to the senior management of the project. The summaries will provide a mechanism for assessing both the number and nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner. Information on public engagement activities undertaken by the Project during the year may be conveyed to the stakeholders in various ways such as radio, TV programs, informal meetings

ANNEXES

ANNEX 1 (a): COMPLAIN FORM



MAHKAMA YA ZANZIBAR

FOMU YA KUKIRI KUPOKEA LALAMIKO FOMU NO.....

1. TAARIFA ZA MLALAMIKAJI

- a) Jina: b). Jinsia Ke Me
c) Kazi: d). Namba ya Simu:.....
e). Mkoa: f). Wilaya:
g). Shehia h). Tarehe.....

1.1. LALAMIKO/MALALAMIKO YAMEPOKELEWA KWA NJIA YA:

- a). Fomu ya malalamiko b). Barua c). Simu ya bure d).Kutembelea ofisini
e). Kuonana na mwakilishi Mahkama ana kwaana /site
f). Kutembelea ofisi ya serikali ya mtaa g). Sanduku la Maoni

2. MAELEZO YA LALAMIKO/MALALAMIKO

Mahkama ya Zanzibar inakiri kupokea malalamiko yako la tarehe.....mwezi.....mwaka.....
linalihusu.....
.....
.....
.....
.....

Tunapenda kukutaarifu kwamba malalamiko yako yanashugulikiwa na utapewa mrejesho wa awali ndani ya siku kumi na nne kuanzia leo tarehe...../...../.....

3. MPOKEAJI/MSIMAMIZI WA MALALAMIKO

Jina:
Cheo:Saini:

4. MLALAMIKAJI/MWAKILISHI WA MLALAMIKAJI

Jina:Saini:

ANNEX 1 (c): CLOSURE FORM



MAHKAMA YA ZANZIBAR

FOMU YA KUFUNGA MALALAMIKO FOMU NO.

10. TAARIFA ZA MLALAMIKAJI

- c) Jina: b) Jinsia Ke Me
e) Umri: d) Namba ya Simu:
f) Mkoa: f) Wilaya:
g) Shehia: h) Tarehe.....
j) Namba ya uthamini (*kamanilalamikolinalohusiananauthamini/fidia*).....
.....

11. KUMBUKUMBU

Malalamiko yaliyopokelewa tarehe...../...../..... Kupitia fomu namba..... yenye mrejesho wa fomu namba.....

12. HATUA ZA KUFUNGA LALAMIKO

Hatua zifuatazo zimefuatwa na Mahkama ya Zanzibar katika kupata ufumbuzi wa malalamiko lako

- i.
.....
.....
ii.
.....
iii.
.....
iv.
.....
.....

13. KUFUNGA MALALAMIKO

Kutokana na hatua tajwa hapo juu, Mahkama ya Zanzibar linapenda kukutaarifu kwamba malalamiko yako yaliyoowasilishwa kwa fomu namba.....limefungwa.

14. MAKUBALIANO

Mimi..... ambaye nilikua na malalamiko yenye fomu namba.....
NAKUBALIANA **SIKUBALIANI** na namna malalamiko yangu yalilivyotatuliwa.

15. TAARIFA ZA ANAYETOA MREJESHO WA LALAMIKO/MALALAMIKO

Jina:
Cheo: Saini:

16. MLALAMIKAJI/MWAKILISHI WA MLALAMIKAJI

Jina: Saini:

ANNEX 2: CONSULTATIONS MATRIX

Stakeholder (Group or Individual)	Dates of Consultations	Summary of concern	Response of Project Implementation Team
Kengeja	23/12/2023	Land acquisition issue has no any dispute since the proposed site is owned by the Government therefore community has no objection.	Points are taken and a response will be provided at the later stages.
		The court is to be allocated at the periphery of the Shehia to avoid interference with other community business.	
		The court is to be spaciouly designed to accommodate the needs of victims, witnesses, and officials such as DPP and Advocates	
		The court is to be spaciouly designed to accommodate vehicle parking, persons with special needs, and waiting lounges.	
		The Shehia members are to be given priority in the employment of project's civil works	
		In case of any dispute between workers and the constructorthe community claims to have robust GRM.	
		Recruiting immigrants is not socially acceptable to avoid cultural interference.	
		Contractors must adhere to local cultural codes such as dressing etc	
Kinduni	01/01/2024	The land acquisition issue has no disputes since the proposed site is owned by the Government therefore community has no objection.	Points are taken and response will be provided at later stages
		The Shehia has adequate manpower thus Contractor is requested to employ the local community. Also, the wage rate should be reasonable and according to the Government standards.	
		The court is to be spaciouly designed to accommodate the needs of victims, witnesses, and various officials	
		The court is to be spaciouly designed to accommodate vehicle parking, special needs, bus stop station.	
		The community members are to be employed in all unskilled and temporary civil works.	
		In case of any dispute between workers and, constructor the village leader must be given the right to resolve it because the village has robust GRM	
		The village has established the so-called Community police thus any issue related to security the village can handle it.	
		Recruiting immigrants is not socially acceptable to avoid cultural interferences and social conflicts.	
		The contractor must establish first aid facilities in case of accident or casualty.	
		The contractor must establish the right of the way since the proposed site is located at the middle point of the village	
		The contractor must drill a borehole to solve the water shortage problem in the village and would serve as socio-corporate responsibility -SCR.	
		Kijichi	
The Shehia has adequate manpower thus Contractor requested to employ the local community.			
In case of any dispute between workers and constructor, the Shehia leader must be given the right to resolve because it has robust GRM.			
The Shehia has established the so-called Community police thus any issue related to social and property security the Shehia has the capacity to deal with.			
Use of existing community resources such as water resources must be avoided as they claimed to face water shortage. It was proposed to drill a borehole to solve the problem of water shortage that would also serve as part of corporate responsibility (SCR)			
The court is to be spaciouly designed to accommodate vehicle parking, persons with special needs, and waiting lounges.			

