



# THE JUDICIAL OF ZANZIBAR

## REQUEST FOR EXPRESSIONS OF INTEREST

### (CONSULTING SERVICES - INDIVIDUAL SELECTION)

CONSULTANCY SERVICE FOR DESIGNING CHANGE MANAGEMENT AND COMMUNICATION STRATEGY

Contract Reference No: TZ-JOZ-463294-CS-INDV

Issue Date: 4<sup>th</sup> December, 2024

The Government of United Republic of Tanzania represented by Revolutionary Government of Zanzibar under the Judicial of Zanzibar has received a credit from the International Development Association (IDA) in the amount of US\$ 30 million towards the cost of Zanzibar Judicial Modernization Project (Zi - JUMP), and intends to apply part of the credit proceeds for payment under the contract for consultancy service for designing change management and communication strategy.

Some specific tasks to be performed the contract period is 4 months, and will include but not be limited to the following:

#### 1. Phase 1: Assessment and Planning

##### Tasks:

- i. Conduct Stakeholder Analysis
  - Identify Key Stakeholders: List all individuals and groups impacted by the change (e.g., employees, management, customers, suppliers).

- Define Roles: Clarify the roles and responsibilities of each stakeholder in the change process.
  - Assess Concerns and Expectations: Gather information on stakeholders' concerns and expectations and assess their level of participation, interest, and influence in the project and how the change will affect them.
  - Conduct change impact analysis to understand how the change will affect different parts of the organization.
  - Conduct a change impact analysis to understand how the change will affect different parts of the organization.
- ii. Conduct a Change Readiness Assessment
- Evaluate Current State: Analyze the organization's current state regarding the proposed changes, including culture, processes, and technology.
  - Identify Anticipated Changes: Identify the extent of anticipated change to assess the readiness for change and reform.
  - Barriers to Change: Pinpoint potential obstacles that may hinder the implementation of the changes.
  - Assess Resources: Evaluate the resources (human, financial, technological) available and necessary for successful change implementation.
  - Readiness Survey: Create and distribute a survey to assess employee readiness and willingness to embrace change.
- iii. Define Objectives and Desired Outcomes
- SMART Objectives: Establish Specific, Measurable, Achievable, Relevant, and Time-bound objectives for the change initiative.
  - Outcome Expectations: Clearly articulate what success looks like post-implementation and how it will be measured.

Output:

- Situation Analysis Report identifying objectives and outcomes.

## 2. Phase 2: Strategy Development

### Tasks:

#### **Change Management Strategy:**

- i. Define the vision including describing how the future will be different and specific goals for the change, as well as creating a sense of urgency for the reform/change
- ii. Identify key areas for improvement and develop a detailed change management plan.
- iii. To design and develop a comprehensive Change Management Strategy that develops a structured approach to introduce and manage change with JoZ.
- iv. Outline Transition Steps: Develop a step-by-step plan that details the necessary actions for transforming from the current state to the desired future state.
- v. Celebrate Milestones:
  - Establish milestone criteria: define specific milestones and achievements that will be recognized throughout the change process.
  - Create celebration framework: Develop a structured framework outlining how and when celebrations will occur, including:
    - Regular Check-Ins: Schedule quarterly or monthly meetings to review progress and recognize achievements.
    - Recognition events: Organize events to celebrate key milestones and share success.
- vi. Develop a Mechanism to discuss change, and support the new process/behaviors, and new practices.
- vii. Develop a risk management plan to address potential challenges.
- viii. Design comprehensive training material to provide an introduction and overview of change management to JRDU and OS Owner.
- ix. Create a detailed implementation roadmap with timelines and milestones.

- x. Monitoring Mechanism: Set up mechanisms to track the implementation of the strategy and measure its effectiveness.

**Communication Strategy:**

- i. Define communication goals and objectives.
- ii. Identify target audiences and tailor messages accordingly through stakeholder engagement.
- iii. Analyze the current communication landscape within the Judiciary of Zanzibar and with key stakeholders, and identify areas for improvement.
- iv. Design a comprehensive communication strategy that focuses on internal communication, public engagement, media relations, and digital communication.
- v. Provide practical tools and resources to support the implementation of the communication strategy.
- vi. Identify the most effective communication channels depending on the stakeholder as well as the message being communicated.
- vii. Establish feedback mechanisms to collect stakeholder input and question loops for continuous improvement.
- viii. Develop a crisis communication plan to handle unexpected issues.

Output:

- Communication and Change Management strategy including Risk Management Plan and Implementation Roadmap
- Training Materials to provide an introduction and overview of change management

**3. Phase 3: Implementation, Monitoring and Evaluation**

Tasks:

- i. Launch Change Initiatives: Begin implementing the planned changes according to the timeline.
- ii. Conduct training sessions and provide ongoing support to staff.
- iii. Monitor Progress: Track the implementation against defined objectives.

- iv. Define and track key performance indicators (KPIs) to measure the success of the strategies.
- v. Review and adjust the strategies based on feedback and performance data.
- vi. Make necessary adjustments based on feedback and evaluation results
- vii. Develop a continuous improvement plan to ensure ongoing refinement and adaptation.

Output:

- KPI Reports
- Implementation support and evaluation

The Judicial of Zanzibar now invites eligible individuals (“Consultants”) to indicate their interest in providing the Services. Interested Consultants must provide information indicating that they are qualified to perform the services (CV’s, description of similar assignments and experience in similar conditions).

Selection will be based on qualifications and experience stipulated below:  
The Consultant should possess the following qualifications:

**a. Educational Background:**

Master's degree in Public Administration, Mass Communication, Management, Organizational Development, or a related field. A doctorate or specialized qualifications in change management and Mass communication can be an added advantage.

**b. Professional Experience:**

At least 7 years of proven experience in designing, developing, and implementing change management strategies and Communication strategies;  
Demonstrate experience in designing and implementing change management and communication strategies within public or private sectors, Judicial institutions, or any legal institutions; and Submit recent curriculum vitae

**c. Key competencies:**

Skills in engaging with diverse stakeholders including Government officials, Judiciary staff, citizens, etc;  
Excellent written and verbal communication in Swahili and English and a strong ability to conduct presentations and workshops;  
Understanding sensitivity to the cultural and social dynamic of Zanzibar to ensure the strategies are appropriate and effective within the Judiciary; and Computer literacy.

**d. Interpersonal skills:**

Strong teamwork skills and the ability to collaborate effectively with various teams and departments.  
Ability to lead and influence change initiatives, working effectively with both senior leaders and staff.  
Ability to work collaboratively with diverse teams and stakeholders.  
Ability to deliver high-quality work within agreed timelines,

**e. Proven Success:**

Demonstrated success in previous change management projects, and communication strategies particularly those that resulted in measurable improvements in organizational effectiveness and citizen satisfaction.

The attention of interested individual Consultants is drawn to Section VII, paragraphs, 7.36, 7.37, 7.38 and 7.39 of the World Bank's "Procurement Regulations for IPF Borrowers" dated Fifth Edition September 2023, setting forth the World Bank's policy on conflict of interest. Please refer to paragraph 3.14 of the Procurement Regulations on conflict of interest related to this assignment which is available on the Bank's website at <http://projectsbeta.worldbank.org/en/projects-operations/products-and-services/brief/>

An Individual Consultant will be selected in accordance with the Individual Consultant Selection (ICS) method set out in the Procurement Regulations.

Further information and the detailed Terms of Reference (ToR) for the assignment can be obtained electronically at the following email addresses, from Mondays to Fridays, from 07:30 am to 03:30 pm East Africa time:

Website: [www.judiciaryzanzibar.go.tz](http://www.judiciaryzanzibar.go.tz)

Email: [procurement@judiciaryzanzibar.go.tz](mailto:procurement@judiciaryzanzibar.go.tz)

Expression of Interest; clearly marked **consultancy service for designing change management and communication strategy**, must be delivered in a written form to the address below (in hard and electronic/email copy) on or before **10:00 a.m.** Local Time, on **18<sup>th</sup> December, 2024**. Bids will be publicly opened in the presence of the bidder's designated representatives and any who choose to attend at the address below at **10:30 am of Wednesday, 18<sup>th</sup> December, 2024 at Second Floor Room No. 208**. Only One (1) shortlisted candidate will be contacted.

**Attn:** Secretay of Tender Board

Judicial of Zanzibar

P.O.BOX: 160

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Website: [www.judiciaryzanzibar.go.tz](http://www.judiciaryzanzibar.go.tz)

# TERMS OF REFERENCE

## I. INTRODUCTION.

4. The Judiciary of Zanzibar (JoZ) is in a transformative process aiming at enhancing the efficiency, transparency, and accessibility of its services, with support from the World Bank through the Zi-Jump project JoZ aims to modernize the Judicial system and make it more responsive to the need of citizen by improving among others, internal processes, staff capacity and accountability. The reform will focus on implementing change management strategies based on a citizen-centric approach and incorporate a robust communication strategy.
  
5. The Zi-JUMP is designed to enhance access to judicial services, court efficiency, and foster transparency in selected citizen-centric judicial services, with three core components:
  - **Access to justice services:** This component focuses 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.
  - **Court Efficiency:** This component focuses on addressing gaps in efficiency and quality of services, including delays in case disposition and lengthy court procedures that accumulate case backlogs.
  - **Citizen and Stakeholders Engagement:** This component addresses 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.  
*(For more clarity on Zi-JUMP and the components, the Project Appraisal Document (PAD) is available at the Zanzibar Judiciary website: [www.judiciaryzanzibar.go.tz](http://www.judiciaryzanzibar.go.tz))*

## II. BACKGROUND OF THE ASSIGNMENT

6. The judiciary of Zanzibar has evolved through a complex legal history, influenced by colonial legacies and traditional customs. A growing demand for justice services, technological advancements, and heightened public scrutiny have further underscored the need for change. These challenges highlighted the importance of institutional reforms that require a strategic approach to manage organizational transformation.
7. Faced with these growing demands and increasing complexity, it became evident that the Judiciary could no longer rely solely on traditional administration methods of justice and service delivery. Issues such as case backlogs, inefficient processes, and delays in justice delivery had begun to erode public confidence in the Judiciary. Additionally, introducing new technologies, such as case management systems, and expanding judicial services to remote areas require fundamental shifts in operations. Judicial officers, court staff, and administrators needed to adapt quickly to these changes.
8. In this context, the establishment of a Change Management Strategy became a necessity. The goal is to ensure a structured, smooth, and sustainable transition to modernized processes while addressing the natural resistance that often accompanies change. This strategy would serve as a guiding framework for managing the significant organizational shifts needed within the judiciary covering everything from the digitization of court records to the enhancement of human resources and operational efficiency.
9. Another critical aspect driving reform within the Judiciary of Zanzibar was the erosion of public trust. Citizens, legal professionals, and civil society organizations had begun expressing concerns about the accessibility, transparency, and accountability of the Judicial system. The perception that justice was often delayed or inaccessible to marginalized communities further fostered the urgency for reform.
10. In response, it became clear that a Change Management and Communication Strategy is necessary to complement the change management efforts. Communication would play a vital role in engaging both internal and



external stakeholders and ensuring that the reforms were clearly understood and supported. The strategy would focus on improving transparency by effectively communicating ongoing changes to the public and keeping the judiciary's staff informed and aligned with the institution's goals.

### **III. OBJECTIVES OF THE ASSIGNMENT.**

11. The primary objective of the assignment is to design and develop a comprehensive Change Management and Communication strategy that effectively disseminates information about the changes to all stakeholders in the judiciary. Specific objectives include:
  - i. Implementation of a change management strategy for judicial staff to strengthen quality and citizen-centric approaches to judicial service delivery;
  - ii. Stakeholder Engagement: Identifying key stakeholders and their concerns to gather insights and ensure the change management strategy meets the organization's needs;
  - iii. Developing a tailored change management framework: Establish and implement change management strategies that reinforce the principles of fairness, equality, and non-discrimination and ensure that all citizens regardless of background receive equal treatment;
  - iv. Strengthen institutional capacity for change by building the capacity of staff and sustaining change through targeted training;
  - v. Foster public trust by making Judicial processes, decisions, and services more transparent and accessible;
  - vi. Creating a communication strategy to facilitate engagement and transparency that ensures public access to legal information and services through better communication channels;
  - vii. Adopt strategic communication modalities to sensitize the various targeted communities;
  - viii. Streamline internal communication within the judiciary, ensuring better coordination between judges, court staff, and legal practitioners;

- ix. To establish strong relationships with the media to ensure accurate reporting and informed public discourse on Judicial matters; and
- x. Measuring the effectiveness of implemented change management and communication strategies.

#### **IV. SCOPE OF WORK.**

The Consultant shall develop the change management and communication strategy, and the assignment is divided into the following phases:

### **12. Phase 1: Assessment and Planning**

#### Tasks:

#### iv. Conduct Stakeholder Analysis

- Identify Key Stakeholders: List all individuals and groups impacted by the change (e.g., employees, management, customers, suppliers).
- Define Roles: Clarify the roles and responsibilities of each stakeholder in the change process.
- Assess Concerns and Expectations: Gather information on stakeholders' concerns and expectations and assess their level of participation, interest, and influence in the project and how the change will affect them.
- Conduct change impact analysis to understand how the change will affect different parts of the organization.
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#### v. Conduct a Change Readiness Assessment

- Evaluate Current State: Analyze the organization's current state regarding the proposed changes, including culture, processes, and technology.
- Identify Anticipated Changes: Identify the extent of anticipated change to assess the readiness for change and reform.
- Barriers to Change: Pinpoint potential obstacles that may hinder the implementation of the changes.

- Assess Resources: Evaluate the resources (human, financial, technological) available and necessary for successful change implementation.
- Readiness Survey: Create and distribute a survey to assess employee readiness and willingness to embrace change.

vi. Define Objectives and Desired Outcomes

- SMART Objectives: Establish Specific, Measurable, Achievable, Relevant, and Time-bound objectives for the change initiative.
- Outcome Expectations: Clearly articulate what success looks like post-implementation and how it will be measured.

Output:

- Situation Analysis Report identifying objectives and outcomes.

**13. Phase 2: Strategy Development**

Tasks:

**Change Management Strategy:**

- xi. Define the vision including describing how the future will be different and specific goals for the change. as well as creating a sense of urgency for the reform/change
- xii. Identify key areas for improvement and develop a detailed change management plan.
- xiii. To design and develop a comprehensive Change Management Strategy that develops a structured approach to introduce and manage change with JoZ.
- xiv. Outline Transition Steps: Develop a step-by-step plan that details the necessary actions for transforming from the current state to the desired future state.
- xv. Celebrate Milestones:
  - Establish milestone criteria: define specific milestones and achievements that will be recognized throughout the change process.

- Create celebration framework: Develop a structured framework outlining how and when celebrations will occur, including:
  - Regular Check-Ins: Schedule quarterly or monthly meetings to review progress and recognize achievements.
  - Recognition events: Organize events to celebrate key milestones and share success.
- xvi. Develop a Mechanism to discuss change, and support the new process/behaviors, and new practices.
- xvii. Develop a risk management plan to address potential challenges.
- xviii. Design comprehensive training material to provide an introduction and overview of change management to JRDU and OS Owner.
- xix. Create a detailed implementation roadmap with timelines and milestones.
- xx. Monitoring Mechanism: Set up mechanisms to track the implementation of the strategy and measure its effectiveness.

**Communication Strategy:**

- ix. Define communication goals and objectives.
- x. Identify target audiences and tailor messages accordingly through stakeholder engagement.
- xi. Analyze the current communication landscape within the Judiciary of Zanzibar and with key stakeholders, and identify areas for improvement.
- xii. Design a comprehensive communication strategy that focuses on internal communication, public engagement, media relations, and digital communication.
- xiii. Provide practical tools and resources to support the implementation of the communication strategy.
- xiv. Identify the most effective communication channels depending on the stakeholder as well as the message being communicated.
- xv. Establish feedback mechanisms to collect stakeholder input and question loops for continuous improvement.

xvi. Develop a crisis communication plan to handle unexpected issues.

Output:

- Communication and Change Management strategy including Risk Management Plan and Implementation Roadmap
- Training Materials to provide an introduction and overview of change management

**14. Phase 3: Implementation, Monitoring and Evaluation**

Tasks:

- viii. Launch Change Initiatives: Begin implementing the planned changes according to the timeline.
- ix. Conduct training sessions and provide ongoing support to staff.
- x. Monitor Progress: Track the implementation against defined objectives.
- xi. Define and track key performance indicators (KPIs) to measure the success of the strategies.
- xii. Review and adjust the strategies based on feedback and performance data.
- xiii. Make necessary adjustments based on feedback and evaluation results
- xiv. Develop a continuous improvement plan to ensure ongoing refinement and adaptation.

Output:

- KPI Reports
- Implementation support and evaluation

**V. METHODOLOGY.**

15. In undertaking this assignment, the Consultant will be free to propose an effective methodology. However, it is expected that the proposed methodology will include among others:

- i. Literature Review: Review relevant documents including the need assessment Report, Holistic Assessment of the Judiciary of Zanzibar 2022, Judiciary Strategic Plan, Project Appraisal Document (PAD) for the Zanzibar Judicial Modernization Project, and others.
- ii. Use of surveys, interviews, and focus groups to gather insights.

- iii. Application of change management models (e.g., Kotter's 8-Step Process, ADKAR).
- iv. Development of communication channels (e.g., intranet, email updates).
- v. Drafting and Revision: Develop draft documents and revise them based on feedback provided by JoZ and relevant stakeholders

## **VI. REQUIREMENT FOR QUALIFICATION AND EXPERIENCE.**

16. The following qualifications are needed for the consultant who designs a change management and communication strategy.

### **Educational Background:**

- Master's degree in Public Administration, Mass Communication, Management, Organizational Development, or a related field. A doctorate or specialized qualifications in change management and Mass communication can be an added advantage.

### **Professional Experience:**

- At least 7 years of proven experience in designing, developing, and implementing change management strategies and Communication strategies;
- Demonstrate experience in designing and implementing change management and communication strategies within public or private sectors, Judicial institutions, or any legal institutions; and
- Submit recent curriculum vitae

### **Key competencies:**

- Skills in engaging with diverse stakeholders including Government officials, Judiciary staff, citizens, etc;
- Excellent written and verbal communication in Swahili and English and a strong ability to conduct presentations and workshops;
- Understanding sensitivity to the cultural and social dynamic of Zanzibar to ensure the strategies are appropriate and effective within the Judiciary; and Computer literacy.

### **Interpersonal skills:**

- Strong teamwork skills and the ability to collaborate effectively with various teams and departments.
- Ability to lead and influence change initiatives, working effectively with both senior leaders and staff.
- Ability to work collaboratively with diverse teams and stakeholders.
- Ability to deliver high-quality work within agreed timelines,

**Proven Success:**

- Demonstrated success in previous change management projects, and communication strategies particularly those that resulted in measurable improvements in organizational effectiveness and citizen satisfaction.

**VII. CONSULTANT OBLIGATION.**

17. When a consultant is tasked with designing change management strategies, have the following key obligations to ensure the success and effectiveness of the task.
  - i. Understanding the client's needs: Analyze the current state of the organization including its culture, processes, and challenges related to change.
  - ii. Ensure that the change management and communication strategies are aligned with organizational goals and objectives.
  - iii. Create clear detailed change management and communication strategies that include objectives, timelines, roles, and key performance indicators.
  - iv. Engaging stakeholders effectively, develop a communication plan that keeps all stakeholders informed throughout the change process.
  - v. Guide the implementation of change management and communication strategies.
  - vi. Provide expertise and knowledge to the task.
  - vii. Develop a change management and communication strategy that is sustained over the long term.
  - viii. Handle sensitive information with confidentiality and integrity.

### VIII. CLIENT OBLIGATION.

18. Client obligations to the consultancy are crucial for building a collaborative partnership, ensuring clarity in objectives, and successful execution of change initiatives. Below are the key obligations of a client in this task.

- i. Share relevant information, and provide the consultant with access to necessary data and documents.
- ii. Ensure that the consultant has access to key stakeholders.
- iii. Ensure that adequate resources are available for the change management project, including budget and personnel.
- iv. Work closely with the consultant participating in workshops, meetings, and discussions and provide input and feedback to help refine and improve the change management and communication strategies.
- v. Ensure that the organization is prepared to implement the change management strategies as designed.
- vi. Provide resources for training and capacity building as recommended by the consultant, to ensure the staff are prepared for the changes.

### IX. DELIVERABLE AND IMPLEMENTATION TIMELINE.

19. This assignment will be implemented for Four months (16 Weeks). The consultant should deliver the following according to the timeline mentioned in the table below:

| SN | PHASE                    | DELIVERABLES  | TIMEFRAME | PAYMENT<br>100%  |
|----|--------------------------|---|-----------|--|
| 1  | <b>Preliminary stage</b> | <ul style="list-style-type: none"><li>• The inception Report clearly highlights the approach/methodology, timelines, key assumptions, and reporting format.</li></ul> | 1 Week    | 20%<br><br>(After submission and approval of the inception report) |
| 2  | <b>Phase 1</b>           | <ul style="list-style-type: none"><li>• Situation Analysis Report</li></ul>   | 3 Weeks   | 20%  |



|  |                |  |         |  |
|--|----------------|--|---------|--|
|  |                |  |         | (After submission and approval of the deliverables)    |
|  | <b>Phase 2</b> | <ul style="list-style-type: none"> <li>• Communication and Change Management strategy including Risk Management Plan and Implementation Roadmap</li> <li>• Training Materials</li> </ul> | 4 Weeks | 30%<br>(After submission and approval of deliverables) |
|  | <b>Phase 3</b> | <ul style="list-style-type: none"> <li>• Implementation support and evaluation</li> <li>• KPI Reports</li> </ul>   | 8 Weeks | 30%<br>(After submission and approval of deliverables) |

## X. INSTITUTIONAL ARRANGEMENT

20. The consultant will report directly to the JRDU Coordinator and on daily routine activities will work closely with the Human Resources division and Public Relations.