



## THE JUDICIAL OF ZANZIBAR

### REQUEST FOR EXPRESSIONS OF INTEREST

### CONSULTING SERVICES - FIRMS SELECTION

**COUNTRY:** THE UNITED REPUBLIC OF TANZANIA

**NAME OF PROJECT:** JUDICIAL MODERNIZATION PROJECT (Zi-JUMP).

**Credit No.:** 7547

**ASSIGNMENT TITLE:** CONSULTANCY SERVICES FOR DESIGNING AND OPERATIONALIZING STAFF PERFORMANCE MANAGEMENT SYSTEM (PMS) UNDER THE JUDICIARY MODERNIZATION PROJECT (Zi JUMP).

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

**Reference No.** TZ-JOZ-463292-CS-CQS

The Judiciary of Zanzibar has received financing from the World Bank toward the cost of the *Judicial Modernization Project (Zi-JUMP)* and intends to apply part of the proceeds for Consultancy Services.

The consulting services ("the Services") include to design and operationalize a comprehensive Staff Performance Management System for 100 Judicial staff and 372 Non-judicial staff that aligns with the strategic goals of the Judiciary in Zanzibar and contributes to improving service delivery, implementation period is 9 months, expected start month of assignment is January 2025.

The Judiciary of Zanzibar now invites eligible consulting firms ("Consultants") to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

The short-listing criteria are:

- a. Core Business of the firm and Five (5) years in business.
- b. Relevant similar experience, which should specifically include the following;
  - i. Experience of at least one (1) similar assignment within the last three (3) years in developing countries cumulative years from (2021 to 2023)- *Information to be provided should include name of assignments, names and full contact addresses of the Clients, contract value (in equivalent US dollars) and period (dates) of execution of assignments.*
  - ii. Demonstration of experience of work in similar conditions.
- c. Technical and Managerial Capability of the firm [The Consultant must provide the structure of the organization, general qualifications and number of Key staffs. *(Do not provide CV of the Key staff. Key Experts will not be evaluated at the shortlisting stage)*].

The attention of interested Consultants is drawn to Section III, paragraph, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers "fifth edition September 2023 ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms in the form of a joint venture or a sub consultancy to enhance their qualifications. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected. For firms participating in a JV, each member of the JV should independently meet the requirement of EoI criteria. For firms participating as association of lead and sub consultant, only the experience and qualification of lead firm will be assessed as per EoI criteria

A Consultant will be selected in accordance with the Consultant's Qualifications Based Selection (CQS) set out in the World Bank Procurement Regulations for IPF Borrowers Fifth Edition, dated September 2023;

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 services for designing and operationalizing staff performance management system (PMS) under the Judiciary Modernization Project (Zi JUMP)**, must be delivered in a written form to the address below (in hard and soft copy through flash disk) on or before **10:00 a.m.** Local Time, on **Wednesday, 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.**

**FOR SUBMISSION:**

**Attn:** Secretary of Tender Board

Judicial of Zanzibar

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## I. INTRODUCTION

1. The Judiciary of Zanzibar (JoZ) is driven by its vision of efficiency, timely, and accessible justice for all. JoZ has embarked on a reform agenda to improve its service delivery to attain this vision. JoZ is implementing the Zanzibar Judicial Modernization Project (Zi-JUMP), a comprehensive initiative to reform the judicial system over the next five years (2024 – 2029), whereby the World Bank (WB) stands to be the cooperative Development Partner in financially supporting the project's implementation.
2. 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 which accumulate case backlogs in courts.
  - **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**

3. JoZ under this project aims to enhance the capacity of the judicial service in Zanzibar by developing a robust staff Performance System (PMS). The current landscape reveals that JoZ does not have a PMS in place, resulting in ad-hoc staff appraisal, promotions, and limited efforts to carry out meaningful performance reviews across the judiciary which has been identified as critical for improving the overall efficiency and accountability of staff. The lack of a structured PMS impedes the ability to assess employee performance and affects motivation and professional development opportunities for judicial staff.
2. To overcome the above impediments, JoZ intends to facilitate the development and implementation of a comprehensive PMS that will help to institutionalize performance management and regular exchanges between supervisors and staff to discuss performance and determine steps to be taken to strengthen their capabilities. This system will enable the monitoring, assessment, and improvement of staff performance, which will be aligned with institutional goals and standards. The PMS will ensure that all judicial officers and staff are evaluated fairly and that there is a continuous professional development framework.

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

4. The main objective of the consultancy is to design and operationalize a comprehensive Staff Performance Management System for 100 Judicial staff and 372 Non-judicial staff that aligns with the strategic goals of the judiciary in Zanzibar and contributes to improving service delivery. Specific objectives include:
  - i) Performance evaluation: Review current practices and establish a transparent process for assessing the existing performance management system to identify strengths and weaknesses.
  - ii) Stakeholder Engagement: involve key stakeholders to gather insights and ensure the system meets the organization's needs.

- iii) Efficiency: Improving service delivery within the judiciary through enhanced staff productivity.
- iv) Accountability: Holding judicial staff accountable for their responsibilities and contributions to the judiciary.
- v) Implementation Plan: create a detailed plan for rolling out the new system, including timelines and resource allocation.
- vi) Professional Development: Identifying training needs and designing training programs for judicial and non-judicial staff to effectively utilize the new system for career development and skills improvement.
- vii) Data-Driven Decision-Making: Enabling data collection for informed promotions, rewards, and assignments decisions.
- viii) Monitoring and Evaluation: Establish metrics and processes to assess the effectiveness of the performance management system over time.
- ix) Feedback Mechanisms: Integrate channels for continuous feedback to refine and improve the system as needed.

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

The Scope of this assignment is structured into the following phases:

##### **5. Phase 1: Needs Assessment**

Under this phase, the consultant shall perform the following tasks:

###### **Tasks:**

- i) Conduct Current System Analysis:
  - Perform a SWOT analysis of the existing performance management practices.
  - Gather quantitative and qualitative data through surveys targeting judicial staff, interviews with key stakeholders (Judges, Registrars, etc.), and focus groups to discuss performance expectations and challenges.

## ii) Define Requirements:

- Categorize users by roles (Judges, Registrars, Deputy Registrars, Kadhis, Magistrates, Clerks, and Support Staff (Accountants, Human Resources Officers, Securities, etc)).
- Identify specific needs for the new Performance Management System (PMS) based on feedback.
- Document insights from stakeholders to ensure alignment with organizational goals.

### **Output:**

- Comprehensive Needs Assessment Report - A detailed report summarizing the SWOT analysis, stakeholder survey, and data analysis findings.
- SWOT analysis document - A standing-alone report outlining the strengths, weaknesses, opportunities, and threats identified in the current performance management practices.
- User role categorization - A clear categorization of users by their roles, detailing their specific needs and expectations from the new performance management system.
- Recommendations for PMS development - A set of recommendations based on the needs assessment, guiding the development of the new performance management system.
- Presentation of Findings - A presentation summarizing key findings and recommendations to stakeholders, ensuring clarity and alignment on the next steps.

**Input timeline:** 4 Weeks

## 6. Phase 2: Development of Policy/Framework Design

Under this phase, the consultant shall perform the following tasks:

### Tasks:

- i) Develop a Performance Management Policy:
  - Create a comprehensive policy document that outlines the performance management process for all staff.
  - Ensure that the policy includes mandatory participation in the annual review.
- ii) Develop a Detailed Framework for Implementation:
  - Outline the steps necessary for implementing the new performance management process.
  - Specify the roles and responsibilities of staff and supervisors in the review process.
  - Create a framework for goal setting, continuous feedback, and performance appraisals.
  - Develop a step-by-step operationalization plan for the rollout of the new system, and specify timelines, milestones, deliverables, and responsibilities.
  - Identify resources required for successful implementation (milestone, timeline)
  - Ensure the PMS complies with all relevant legal and regulatory requirements.
  - Develop a Reward and Sanction Framework:
    - Create a comprehensive framework that outlines the criteria for rewards and sanctions based on KPIs results.
    - Specify types of rewards (e.g., bonus, recognition, promotions) for achieving or exceeding KPIs.
    - Establish clear guidelines for sanctions in the case of non-achieving of KPIs.
    - Include steps for addressing underperformance, such as performance improvement plans or additional training.



- Ensure that the framework emphasizes fairness and transparency in applying rewards and sanctions.
  - Include a process for staff to appeal decisions related to rewards or sanctions.
- iii) Performance Indicators and Metrics
  - Identify and categorize KPIs for different roles and departments.
  - Ensure that categories include both individual performance and team-based metrics.
  - Develop key performance indicators (KPIs) tailored to various staff categories, focusing on productivity, timeliness, adherence to procedures, professionalism, and case management efficiency to measure the new system's effectiveness.
  - Develop a core set of mandatory KPIs that all staff must utilize in their evaluations and will ensure these KPIs align with JoZ's strategic goals.
  - Develop a framework for how these KPIs will be used in the performance evaluation process.
  - Establish evaluation methods and feedback mechanisms.
- iv) Annual Review Process
  - Establish a structured annual review process that includes self-assessment, peer reviews, and supervisor evaluations including a process for review of evaluation result for the staff who object the result.
- v) Documentation of data collection and Reporting
  - Create a comprehensive detailing system that facilitates the collection of quantitative and qualitative performance data
  - Develop reporting mechanisms for management to analyze performance metrics.

## Output:

- Key Performance Indicators (KPI's) - A comprehensive list of tailored KPI's for various staff categories, focusing on aspects like productivity, timeliness, professionalism, and efficiency.
- Evaluation methods and feedback mechanisms - Established evaluation methods and feedback mechanisms to be used in the performance management process.
- Implementation Plan Document - A comprehensive step-by-step operationalization plan specifying key milestones, deadlines, and responsibilities of the implementation process.
- Framework of Goal Setting - A structured framework for setting goals, conducting continuous feedback, and facilitating performance appraisal.
- Compliance documentation - Documentation ensuring that the PMS complies with relevant legal and regulatory requirements.
- Annual review process - A clearly defined annual review process, including procedures for peer reviews and supervisor evaluations.
- Implementation guidelines - Guidelines on how to implement the new framework, including training materials for users.
- PowerPoint presentation - A presentation or workshop to introduce the new performance indicators, frameworks, and processes to the JoZ administration team and the Chief Justice, ensuring understanding and alignment.
- Comprehensive Data Collection System - A detailed system designed to facilitate the collection of both quantitative and qualitative data.
- Reporting Mechanisms and Templates - Developed Mechanisms for management to analyze performance metrics effectively, and design standardized templates for reporting performance metrics to ensure consistency and clarity in communication.

- Reporting Templates – Training materials – Resources or training materials to help staff understand the data collection and reporting processes.

**Input timeline:** 7 Weeks

## 7. Phase 3: Tool Development

Under this phase, the consultant shall perform the following tasks:

### **Tasks:**

- i) Create Templates and Guidelines
  - Develop standard templates for performance evaluations, feedback forms, and goal-setting documents including using existing software systems (such as Microsoft Forms, Adobe, etc) to improve accessibility and ease of use.
  - Prepare guidelines for supervisors on conducting performance reviews and providing feedback.

### **Output:**

- Standard Templates for Performance Evaluations – User-friendly, easily accessible Templates for performance evaluations, including feedback forms and goal-setting documents.
- Guidelines for Supervisors – A comprehensive set of guidelines for supervisors on conducting performance reviews and evaluations effectively.
- Guidelines for staff-a set guidelines for all staff to help understand the performance review and evaluation process and how to effectively participate.

**Input timeline:** 4 Weeks

## 8. Phase 4: Staff Training

Under this phase, the consultant shall perform the following tasks:

### Tasks:

#### i) Training Program Design

- Develop training materials covering: which will include but not be limited to:
  - Overview of the new PMS
  - Techniques for giving and receiving feedback.
  - Goal-setting strategies.

#### ii) Conduct Training Sessions

- Facilitate workshops for all staff levels on using the new system effectively, including sessions on giving and receiving feedback, goal-setting techniques, and using performance management tools.
- Ensure all staff have access to the tools and understand their functionalities.

### Output:

- Training Program Design – A comprehensive training materials covering – an overview of the new PMS, techniques for giving and receiving feedback, and Goal-setting strategies.
- A PowerPoint presentation – A presentation or workshop to introduce the new templates and guidelines to stakeholders, ensuring clarity and effective implementation
- Training sessions – Conduct workshops or training sessions for staff at all levels to ensure understanding and effective use of the new system.
- Training Resources – Additional resources such as handouts, manuals, or online materials to support ongoing learning and reference.
- Evaluation of Training Effectiveness – Documentation or reports evaluating the effectiveness of the training program, including participant feedback and learning outcomes.

- Follow-up Support Plan – A plan for ongoing support and coaching to assist staff in applying the new process in their roles.

**Input timeline:** 6Weeks

## 9. Phase 5: Implementation and System Rollout

Under this phase, the consultant shall perform the following tasks:

### **Tasks:**

- i) Deploy the PMS in all judicial offices in Zanzibar using the developed manuals templates
- ii) Initial Support
  - Provide on-site support during the rollout phase to address any immediate challenges.

### **Output:**

- Roles and Responsibilities Matrix – A clear outline of the roles and responsibilities of various stakeholders involved in the implementation.
- System Rollout Plan – A defined plan for rolling out the PMS in all judicial offices, including specific strategies for addressing potential challenges.
- Initial Support Framework – A framework of providing initial support to staff as they begin to use the new system, including troubleshooting and assistance.
- Feedback Mechanism – A Method for collecting feedback during and after the rollout to assess the effectiveness of the implementation and make necessary adjustments.
- Presentation to stakeholders summarizing the implementation plan, ensuring alignment and understanding of the rollout process.

**Input timeline:** 4 Weeks

## 10. Phase 6: Post-Implementation Support

Under this phase, the consultant shall perform the following tasks:

### **Tasks:**

#### i) Ongoing Consultation

- Monitor the implementation and gather feedback from users on the manual tools.
- Conduct follow-up sessions to address issues and refine the tools as needed.

#### ii) Develop a Knowledge Transfer Plan

- Create a structured plan to facilitate knowledge transfer within the HR department.
- Outline the specific skills and experience that HR staff need to acquire.

#### iii) Performance Monitoring

- Establish metrics to assess the effectiveness of the PMS over time.
- Prepare periodic reports summarizing performance data and insights.

### **Output:**

- Ongoing Consultation report – Regular reports documenting the monitoring of the implementation and feedback gathered from users regarding the manual tools.
- Follow-up Sessions Documentation – Record of Follow-up sessions conducted to address issues and refine the tools as necessary.
- Knowledge Transfer Plan
- Performance Monitoring Framework – Established a framework for monitoring the effectiveness of the PMS over the six-month period.
- Evaluation Metrics – Established metrics to assess the effectiveness of the PMS, including user satisfaction and performance outcomes.

- Performance Reports – Periodic performance reports summarizing data and user feedback, highlighting areas of success and opportunities for improvement.
- Adjustment Recommendations – Recommendations for adjustment or enhancements for the PMS based on the feedback to ensure ongoing effective use of the system.
- Stakeholders Feedback Summaries – summaries of feedback from stakeholders regarding the post-implementation phase, contributing to continuous improvement.

**Input timeline:** 12 Weeks

## **V. ROLES AND RESPONSIBILITIES OF THE CLIENT**

- i. Judiciary Management Team: Provide oversight, approve metrics, and ensure system alignment with judiciary goals.
- ii. Human Resource Department: Manage the operational implementation of the PMS, oversee data input, and manage the performance review process.

## **VI. QUALIFICATION AND EXPERIENCE**

11. To design, implement, and manage a comprehensive Performance Management System (PMS) for the judiciary in Zanzibar. The Consulting Firm should be registered in the business related to the assignment (Law firm, Research firm, Human Resource Management firm, or equivalent) with at least five (5) years of demonstrable experience and successfully performed at least one similar assignment within the last 3 years. The firm should have a strong combination of academic background, professional experience, and technical expertise:

### **i) Team Leader**

- Academic Qualifications:  
Postgraduate Degree in Human Resource Management, Public Administration, Law, Information Technology, or Business

Administration. These academic qualifications provide the necessary foundation in organizational management, legal structures, and business processes.

- Experience and Expertise:
  - Extensive Experience (7 years) in designing and implementing performance management systems, particularly in government or judicial sectors.
  - Experience in Public Sector Consulting: Understanding of how public institutions operate, including compliance with governmental regulations and judiciary standards.
  - Experience with Judicial or Legal Systems: Familiarity with judicial operations, workflows, and the distinct performance metrics required for evaluating judicial staff, judges, clerks, and other personnel.
  - Experience in Zanzibar or Similar Jurisdictions: Knowledge of the local context, including legal frameworks, regulatory requirements, and cultural considerations in Zanzibar or similar environments.

## **ii) Human Resources Specialist**

A Human Resource Specialist will ensure that the PMS aligns with best practices in employee performance management, appraisals, and training development.

- Academic Qualifications:

Bachelor's Degree in Human Resource Management, Organizational Development, or Public Administration.

Master's Degree in Human Resource Management or Industrial/Organizational Psychology will be an added advantage.
- Experience:
  - At least 5 years of experience in human resource management, particularly in performance evaluation systems.



- Experience working in the public sector or with legal institutions is highly desirable.
- Proven track record in designing KPIs and conducting staff appraisals.

### **iii) Data Analyst**

A Data Analyst will assist in analyzing and interpreting performance data, ensuring that the PMS provides actionable insights for improving judicial staff performance.

- Academic Qualifications:  
Bachelor's Degree in Statistics, Data Science, Mathematics, or Information Technology.
- Experience:  
At least 5 years of experience in data analysis and performance reporting, with a focus on the public sector or human resources.

### **iv) Legal Compliance Specialist**

This professional ensures that the PMS adheres to national laws, judicial standards, and international best practices in terms of data handling, staff evaluation, and labor regulations.

- Academic Qualifications:  
Bachelor's Degree in Law.  
Master's Degree in Corporate Law, Legal Compliance, or Labor Law.
- Experience:
  - Minimum 7 years of experience in legal compliance, particularly with a focus on the public sector and judiciary.
  - Expertise in employment law, judicial regulations, and compliance frameworks.
  - Ability to ensure that the PMS meets national and international legal standards.

**v. Training Specialist:**

- Academic Qualifications:
  - Bachelor's Degree in Human Resources, Education, Psychology, or a related field.  
A Master's Degree or relevant certification will be an added advantage.
- Experience:
  - Minimum of 5 years' experience in training and development roles, preferably in a corporate or organizational setting.
  - Proven experience in designing, implementing, and evaluating training programs.
  - Demonstrated ability to facilitate training sessions and workshops for diverse audiences.
  - Excellent verbal and written communication skills.
  - Experience in developing training materials, manuals, and documentation.

**VII. IMPLEMENTATION TIMELINE**

12. The consultant should deliver the following deliverables according to the time mentioned in the table.

<b>SN</b>	<b>PHASE</b>	<b>DELIVERABLES</b>	<b>TIMEFRAME</b>	<b>PAYMENT</b>
1	Initial phase	Inception Report	2 Weeks	10% (After submission and approval of the inception report)

2	Phase 1	<ul style="list-style-type: none"> <li>• Comprehensive Needs Assessment Report</li> <li>• SWOT Analysis Document</li> <li>• User role Categorization</li> <li>• Recommendation for PMS development</li> <li>• Presentation of findings</li> </ul>	4 weeks	30% (After submission and approval of the deliverables)
2	Phase 2	<ul style="list-style-type: none"> <li>• Key Performance Indicators (KPI's)</li> <li>• Evaluation methods and feedback mechanisms</li> <li>• Implementation Plan Document</li> <li>• Framework of Goal Setting</li> <li>• Compliance documentation</li> <li>• Annual review process Plan</li> <li>• Implementation guidelines</li> <li>• PowerPoint presentation</li> </ul>	7weeks	

		<ul style="list-style-type: none"> <li>• Comprehensive Data Collection System</li> <li>• Reporting Mechanisms and Templates</li> </ul>		
3	Phase 3	<ul style="list-style-type: none"> <li>• Standard Templates for Performance Evaluations</li> <li>• Guidelines for Supervisors and staff</li> </ul>	4 weeks	30% (after submission and approval of the deliverables)
4	Phase 4	<ul style="list-style-type: none"> <li>• Training Program Design</li> <li>• A PowerPoint presentation</li> <li>• Training sessions</li> </ul>		

		<ul style="list-style-type: none"> <li>• Training Resources</li> <li>• Evaluation of Training Effectiveness</li> <li>• Follow-up Support Plan</li> </ul>	6 weeks	
5	Phase 5	<ul style="list-style-type: none"> <li>• Roles and Responsibilities Matrix</li> <li>• System Rollout Plan Presentation to Stakeholders</li> <li>• Initial Support Framework</li> <li>• Feedback Mechanism</li> </ul>	4 weeks	30% (After submission and Approval of the deliverables)
6	Phase 6	<ul style="list-style-type: none"> <li>• Ongoing Consultation report</li> <li>• Follow-up Sessions Documentation Knowledge Transfer Plan</li> <li>• Performance Monitoring Framework</li> </ul>	12 weeks	

		<ul style="list-style-type: none"> <li>• Evaluation Metrics</li> <li>• Performance Reports</li> <li>• Adjustment Recommendations</li> <li>• Stakeholders Feedback Summaries</li> </ul>		
8	Total Timeline Estimates	36 weeks ( 9 Months)		

### **VIII. COORDINATION AND REPORTING**

13. This work will be overseen by the Judicial Reform Delivery Unit (JRDU). Regular progress reports will be submitted to the Directorate of Administration and Human Resources. Deliverable review will be done by the client (JoZ) as well as by the World Bank Zi-JUMP task team before final approval.