

REPUBLIC OF RWANDA



THE JUDICIARY

P.O Box .2197 KIGALI

Communication and Branding Strategy for Rwanda

Commercial Courts.

2013-2016

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Key words.

- **Identity:** it is taken to mean the internal, that is, the employee's view of the organisation.
- **Image:** is taken to mean the view of the company held by external stakeholders especially that held by customers.
- **Corporate reputation:** the overall(collective view) estimation of an organisation by its stakeholders, i.e. image + identity= reputation
- **Stakeholders:** all people who affect or are affected by the court's activities.
- **Branding:** A brand is a name, colour, symbol that differentiates.
- **Outreach:** is a process of the establishing sustainable two communications between the court and communities affected by the situation that are subject to investigations and court proceedings. It is aimed to provide information, promote understanding and support for the court's work and provide access to judicial proceedings.
- **CSR:** Corporate Social Responsibility.
- **RCC :**Rwanda Commercial Courts
- **KIAC:** Kigali International Arbitration Centre.
- **IMC:** Integrated marketing communication
- **Public Information:** is a process of delivery accurate timely information about the principals, objectives and activities of the court to the public at large and target audiences through different communication channels
- **WoM:** Word of mouth

1.0 Introduction.

The consolidation of the rule of law as the basis for democratic societies and market economies calls for sound legal frameworks, independent and impartial judiciaries. Bringing about those reforms is a complex process that can be supported by a communications program. Such a program can promote an informed debate among the main stakeholders about the laws and regulations society needs and the kind of judicial system best-suited for the country. When reforms are implemented, a communications program becomes an essential tool to educate the public about their rights and help them navigate the judicial system. Equally important, a communications program encourages a judicial system to be more open and user-friendly, thus providing a way to foster public trust in the institution. In 2008 the Rwandan Judiciary established special commercial courts to among others facilitate commerce related dispute and their resolution. Today the special court has adjudicated over 170 cases, up from only a few cases last year (2012). This communication strategy provides an operating framework through which goals shall be met. The document gives guidelines of ‘what to say... why we say it, to whom we speak and how to say it....’

1.1 Background.

The Rwandan constitution, as amended on 13/08/2008 especially article 155 established special Commercial Courts, earlier, on 16/12/2007 organic law number 59/2007 established commercial courts determining their organisation, functioning and jurisdictions. This was aimed at addressing the heavy case-loads of this nature which were being brought to ordinary courts.

The consequence here was that cases were further delayed hence hindering normal operation of businesses. The new special courts were mandated to have ‘quick, efficient and transparent judgments’ thereby reducing the cost and risk of doing business in Rwanda.

The Government of Rwanda through the Judiciary, received funding from the Investment Climate Facility for Africa (ICF) to implement the second generation of Rwanda Commercial Justice Project (RCJP) which aims at enhancing contract investors’ confidence in the commercial justice system in Rwanda by,1) fully clearing the commercial litigation backlog;2) reducing the procedures and time for a more efficient and transparent court process;3) reducing the cost of commercial litigation;4) improving the quality of judgments delivered; and 5) improving the quality of commercial justice information available to court management for decision making as well as to various stakeholders. Today the commercial courts hear cases at first instance of not more than twenty million Rwanda francs and a non-monetary matter. The commercial high court first hearing, handles cases exceeding twenty million

and appeals from interlocutory, interim orders and judgement from lower commercial courts.

1.2 Corporate Statements.

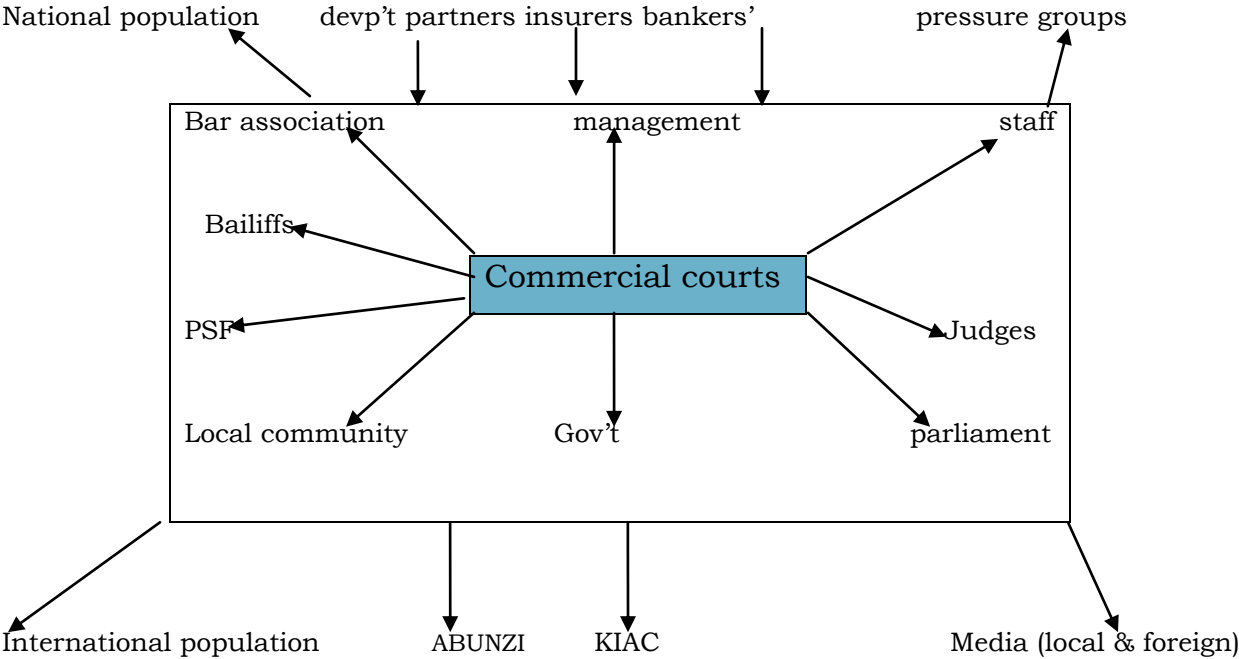
1.3 Vision. ‘An independent justice system delivering timely and quality justice’

1.4 Mission. ‘To dispense justice with equity and integrity, contributing to strengthening the rule of law and respect for fundamental human liberties and human rights.’

1.5 Values of the Judiciary

- Impartiality (neutrality, fairness)
- Integrity(reliable, honest and truthfulness)
- Independent (self-regulating, accountable)
- Timeliness (time keeping, meeting deadlines)
- Excellence (perfect quality)
- Professionalism (ethical)

1.6 RCC stakeholders



2.0 Situation analysis

This section summarises a qualitative audit that was conducted to selected key resource persons and stakeholders. We also observed existing communication activities, products and channels. The exercises was aimed at achieving qualitative insights, based on a series of questions as a thought- starter designed to draw assumptions, perception and the perspective about the way the judiciary communicates and how it can be improved. It is discussed in the perspective of the whole judiciary because we intended to have a holistic scrutiny of the communication environment.

2.1 Communication challenges.

A review of the implementation of the previous strategic plan indicated a number challenges that hinder the Judiciary to achieve its purpose. There was a consistent view that these issues are still prevalent, notable among them and linked to communication are;

- I. Low perception by the public of the independence of the Judiciary
- II. Low public education and information to enhance knowledge on court processes and procedure, court structures and simplified texts of law.
- III. And poor image (spill over) from corrupt incompetent etc of the previous judiciary.

Rwanda commercial courts are relatively still new in the Rwanda justice system, having been established in 2008; currently the courts have three chambers namely **NYARUGENGE**, **HUYE**, and **MUSANZE** with Commercial courts' High court chamber sit in Kigali. Rwanda commercial courts have the shortest justice supply chain, of only two levels before the Supreme Court, the last and highest level of appeals. The spokesperson for the Rwanda judiciary speaks on behalf of all, including the commercial courts. His role is not to comment on court cases but to enhance the image and credibility of the Judiciary.

On paper, the judiciary is committed to communication based on response to communication related challenges highlighted in the strategic plan 2008-2013. However, a few activities have been recorded to reach the desired outcomes, as mentioned.

2.2 Institutional Arrangement and infrastructure

There is a department of communication under the Supreme Court's Secretary General, (of one person, the director). His main preoccupation in the past year has been to monitor media coverage of the judiciary and uploading new laws on the website and some media mentions of the CJ field visits to courts. With a

few notable exceptions there are no activities to engage with stakeholders. During the audit, we discovered that there is no formal communication plan, what is available are unplanned Radio programs that are aired on the state Radio generally to explain laws and a primarily non-interactive website, inadequately designed and presented reports (see 2013 annual report).

By ‘Unplanned’ here we imply, there is no strategic communication plan that establishes, who the court communicates with, about what, why, when, at what cost and how this communication will be prioritised. The opposing view is ‘planned’ meaning that the practice is deliberate contrasting to being performed on a reactive or as ‘needed’ basis.

The absence of an integrated communication plan for the whole judiciary and the ad hoc nature of conveying messages also mean that it is hard to tell if the current communication activities are value for money, because there is no rationale attached to committing resources to communication activities.

2.3 Resources.

The 2008-2013 judiciary strategic plans had earmarked financial resources to a number of communication initiatives however; these resources were either diverted to perhaps more pressing issues or have not been absorbed.

Another notable challenge is that the department of communication is ill equipped to carry out its functions, it was reported that the director is given instructions from various levels of leadership above him, coupled with no resources, (both human and Financial) it becomes difficult to execute effectively and efficiently the communication functions. Again, our observation was that without a strategy there is no way or it is impossible to know what skills, resources (human and financial), systems, and tools needed for effective communication.

2.4 The Judiciary and the media

Generally all judicial officials we spoke to argue that, the media often move towards sensationalism. They do not understand court structures and nomenclature or terminology; the media are too often inaccurate and leave out key information. *‘They are interested in politically related cases, don’t stick to news and exaggerate’* said one official. The media was also accused of lack of understanding of judicial issues and procedure. Generally, all seem to agree that the media need training on reporting about courts. Media point to the judiciary (especially prosecution) as too difficult to get information.

- They find it uncomfortable to respect court roles i.e. bowing before the judges, taking pictures in court and making recordings.

- It is difficult to get a comment from the presiding judge who refers them to the spokesperson of the judiciary who himself is not always readily available or informed about a particular case.
- The nature of the judiciary's independence tend to cut off/trust from the media/public since they don't (or difficult to understand) why and how they make certain decisions.

2.5 Existing communication Tools

- The website

Websites are popular vehicles facilitating dialogue with the Supreme Court. The current website has fairly good looking, with twitter and face book sharing modals clearly limited information compared to a wealth of news worth and public information that can be available within the Supreme Court. Noteworthy is uploading videos onto the website, rearranging the information to make it user friendly, captioning pictures, adding more information about a public event that is being communicated. The website will be linked to mass media websites attract large followers(newspaper websites) , link to u-tube, posting current court hearings and other social media tools and submission to search engines; google,Bing,yahoo to enhance search engine optimisation.

- Educational materials.

The commercial court has published *booklets* and *brochures* in the English language which are well designed and of fairly good presentation however, they need to be properly/widely distributed, and more printed with some graphics/illustrative enhancement. Point of contact materials such as banners to reinforce image have not been (but need) developed so far.

Taken from above, there is a clear indication that there exist discrepancies between the judiciary's communication programs how messages are disseminated (desired or communication identity), what the media and others articulate hence creating varying perceptions about the judiciary from diverse publics (perceived identity) and how the messages are perceived (Conceived identity). This may as a result create a negative repercussion on the reputation of the judiciary by stakeholders. As the model bellow illustrates there exists gaps that need to be closed or realigned.

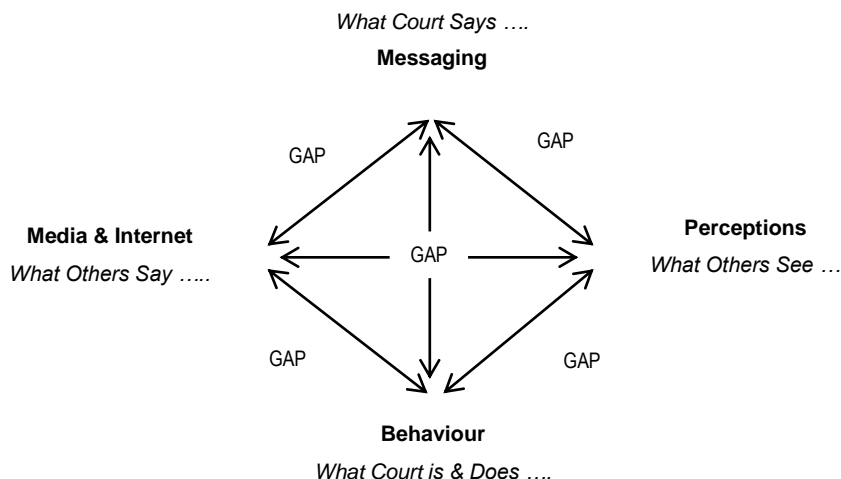


Figure 1. Gap analysis model.

Source: Fombrun (2005)

The reasons for the gap do not necessarily rest solely with stakeholders. If the image they hold is incorrect and the court's performance is good, then it is *poor communications* that are to blame, which are the fault of the organisation. If the image or perceptions is correct and accurately reflects performance, then management must take the credit or criticism as managers. The widely held internal view was that a lot has improved within the judiciary; if this is true then communications with all stakeholders will be enhanced.

3.0 Objectives of the communication strategy.

The objectives for this project are to contribute to the achievements of the mission, vision and values of Rwandan judiciary by developing a corporate reputation which will change 'knowledge', 'attitude' and behaviour' (KAB) of the target audience or stakeholders of the judiciary.

3.1 Aims of the strategy

- Build a positive image of the commercial court
- Put in place a mechanism of identification of communication gaps and information needs
- Enhance the flow of information on adjudication process.
- Establish sustainable channels of communication between the judiciary and stakeholders

3.2 Desired outcome.

It is desired that this communication strategy creates the following outcomes;

- A good corporate reputation and positive perception of Rwanda's commercial courts.
- Increased knowledge and awareness of existing court procedures and respect of judgements.
- Increased visibility, credibility and correct understanding of commercial court adjudications.

3.3 Communication principals.

- Open, transparent, correct, accurate balanced and timely information exchange.
- Establish a system for information exchange.
- Coordinate information gathering, dissemination and building partnership.
- Increased stakeholder involvement and exchange of information in the commercial courts activity.
- Coordinated information sharing and partnership building.

4.0 The communication strategy

The communication objectives have been developed based on established assumptions that there exist informational gaps, especially in 'comprehension' and 'accuracy' about the court. Efforts will be made to ensure there is more understand (increased knowledge).

4.1 Communication Goals and objective (outcomes).

Successful communication objectives will involve creating a message, engage the targeted stakeholders to pay attention to the informational content of the message (knowledge), getting the target group to react favourably to the content (attitude) and getting them to change specific supportive behaviour (action or behaviour change), the specific objectives are;

- To build overall investor confidence and trust in the commercial courts of Rwanda.
- Build a favourable corporate reputation, good will and positive image for the commercial justice system through the media.
- To increase the level of awareness of commercial court procedure, structure, competence, impartiality and processes to the target audience.

- Establish a consistent, regular and coordinated collaborative working framework with key commercial courts stakeholders.

The table below summarises key strategies and tactical activities that shall be undertaken to achieve the stated objectives.

Objective1. To build overall investor confidence and trust in the commercial

Table 1 Courts' of Rwanda by developing knowledge of stakeholders.

Strategies	Main actions
<p>Strategy1 to build knowledge and comprehension about the commercial courts, organs, competence and procedure.</p>	<ol style="list-style-type: none"> 1. Broadcast key messages on regional international media about legal reforms and key developments. 2. Upload educative video, audio and print in formations on to World Wide Web. 3. Package and publicize court processes, decisions and procedure and news stories in influential media houses. 4. Broadcast interactive TV/Radio talk-shows.
<p>Strategy2 Establish regular & consistent information flow and exchange with key stakeholder groups</p>	<ol style="list-style-type: none"> 1. Disseminate new reforms, strategic plans, laws and court procedures to all businesses chambers to targets. 2. Conduct training for Bar members, court Bailiffs association of Bankers and insurers associations. 3. Establish/enhance judiciary stakeholders' forum and exchange regular follow-up information dialogue. 4. Publish favourable media interviews within main stream local media, stakeholder opinions. 5. Carry out CSR activities.

Objective 2. To increase the level of awareness of commercial court procedure,

Table 2 Structure and processes to the target audience

Strategies	Main actions
<p>Strategy To develop communication products/tools that increase visibility & credibility of courts.</p>	<ol style="list-style-type: none"> 1. Prepare promotional video, audio and print information's on to World Wide Web. 2. Conduct/engage in corporate social responsibility activities. 3. Publish & print state of art promotional materials. 4. Publish a commercial court quarterly news magazine 5. Establish search engine optimisation for all online content.

Objective3. Build a favourable corporate reputation, good will and positive image for the commercial justice system through the media

Table 3

Strategies	Main actions
<p>Strategy1. Engage the news media to publish favourable stories about the judiciary</p>	<ol style="list-style-type: none"> 1. Train at least one journalist from each media house in Rwanda on court procedures and reporting. 2. Broadcast regular media mentions about commercial courts activities 3. Publicize court processes and procedure in influential media houses. 4. Enlist the media to give free media comments about the court (solicit mentions on popular talk-shows and monitor comments) 5. Reward through the annual development journalism awards the best court reporter of the year. 6. Publish through the media at least three news stories.
<p>Strategy2 Disseminate newsworthy information about judiciary activities.</p>	<ol style="list-style-type: none"> 1. Publish newspaper supplements' in influential local newspapers. 2. Issue press releases and photos to the news media. 3. Air-out informational documentaries about the judiciary. 4. Post news clips on social media, U-tube and the website. 5. Publish/broadcast at least two new educational /stories in main stream local media. 6. Hold a bi-annual press-conference to engage the media to convey key information about recent developments in the judiciary. 7. Publish profiles of courts cases and judicial official in mass media

Objective 4. Establish a consistent, regular and coordinated collaborative working framework with key commercial courts stakeholders

<p>Strategy1 enhance/establish the commercial court stakeholders' network.</p>	<ol style="list-style-type: none"> 1. Set up a contacts data base for all justice partners 2. Hold periodical contact meetings/dialogue with partners. 3. Convey strategic plans to justice sector stakeholders 4. Establish a lobbying mechanism with key public sector/donor publics.
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4.1 Commercial court Target Audiences.

The key publics or target audiences for the Rwanda Commercial Courts whose knowledge we want to enhance, attitudes influence and the rationale are shown in the summarised matrix here below;

Table 4

Classification	Target audience	Justification
A	The litigant	They need information on procedures and processes. They are key 'clients', if informed can spread +ve information about courts. Can be reached, directly & less costly.
B	The News media	They are opinion formers/influencer and channels to the public. Can set the agenda if engaged
C	Bar commercial lawyers and Bailiffs association	They are major stakeholders, strategically involved in the justice supply chain. Can spread WoM to their clients and help accomplish court decisions.
D	Bankers & Insurers Association	They are engaged in business and employment, have frequent legal conflicts. They have professional staff that can be reached easily at lower costs than mass audiences.
E	Private sector federation and Business community	They have frequent conflicts to resolve, they hold financial resources. PSF can +vetly influence members. I.e. hold legitimate and influence power. They are interest in easy of doing business
F	International investors	They have large investments; can withhold financial resources if miss-informed and decide

		to invest elsewhere if not satisfied, Are interested in ease of doing business. Have access to –ve media.
G	NGOs and International community	They influence international opinion on Rwanda, have resource and political power. They claim to represent diffuse public interests, hence can create a more negative stance if not engaged.
H	Judiciary stakeholders.(Donors MINIJUST and NPA, NGOs, human rights organisations)	The influence general public perceptions of their own stakeholders. Have financial power. Have influence power. Can be good ambassador when they appreciate in formations.
I	Court customer facing staff/ employees.	They are gate keepers i.e. hold information to and from the judiciary, they are the first image of the court. Carry the mission, vision and values of SC.
J	General public	They give the judiciary legitimacy to operate, have right to be informed and can spread +ve word of mouth. Have increasing levels of literacy

4.2 Communication channels/Tools and their justification.

These tools have been selected based on cost and ability to conveniently and effectively convey the desired messages to the target group. They further assessed against the criteria of promotional cost, promotional control and communication.

Table 5

Target audience	Channels/Tools	Justification
The litigant	Brochures, magazine, direct mail Radio and TV	The medium can reach the target audience and information flow controlled and packaged to suit the audience.
The News media/journalist	Training and press releases, reports, face book, twitter.	The tool and medium can reach the journalists quickly, objective can be met effectively, though with limited control
Bankers & Insurers Association	Direct communication mtg & direct mail, brochures.	Creates relative personalization and interactivity and easily measurable therefore controllable. Can result into instant feedback and knowledge gap identification. Shall reach opinion formers/influencers or decision making units (DMU), hence limited waste.
Private sector federation and Business community	Direct communication, mass media, and radio/TV	Ability to deliver personal msg, immediate feedback and knowledge gaps can be identified and closed. Mass media can reach wide

International investors, NGOs and International community	print press. Mtgs International news media, Annual reports & stakeholder mtg	geographical areas. Mgt can adapt quickly as circumstances change. They mirror the country, can be used to create awareness, enhance image and establish credibility. Influence international opinion on Rwanda's judiciary. Global reach.
Judiciary stakeholders.(Donors MINIJUST and NPA, NGOs, human rights organisations)	Annual reports & stakeholder mtg. Direct/personal communication	Can establish trust, openness and believability. Information can be revisited regularly and factually quoted.
Court customer facing staff	Internal marketing, Training, motivation, intranet mtg, and e-mails	Cost effective medium; enhance identity more interactive and easily controlled. If motivated can build positive image. They need to understand and champion the mission vision and values of the organisation.
General public	Mass media, radio/TV print press.	Generate wider geographical reach, multiple information dissemination, create awareness and can influence public perceptions. Though content not easily controllable.

4.3 Media selection and Rationale.

The choice of medium through which messages/information shall be conveyed has been influenced by the target audience exposure to the medium, that is, the number of target audience exposed to the medium (reach), number of exposure per individual target audience member (frequency) and continuity of the medium. Here bellow is matrix defining the medium and target groups whose knowledge to enrich

4.4 Media selection, rationale summary.

Table 6

Target audience	Media/media house	Rationale
The litigant	Imago, Radio Rwanda, contact FM, city radio, ISANGO and TVR	They are the leading/major public information media in Rwanda, have the widest geographical coverage. Radio and television are the most prevalent source of news and information.
The News media/journalist	Interview, press releases. Press conferences.	Have increased control of information circulated. Relatively less costly
Bankers & Insurers Association, Bar & Bailiff association	Direct communication mtg & direct mail brochures. Judiciary quarterly magazine. Igihe.com	Less costly, maximum exposure per individual target and have long shelf live (has be ability to be reread at the targets convenience). Targets are less diffuse.
Private sector federation and Business community/general public	TVR/radio live talk-shows. Contact mtgs. Judiciary quarterly magazine. Igihe.com, twitter, face book.	<i>Kubanza Bitera kumenya</i> has the longest brand heritage of all talk-shows followed by upper market and low target audience. Has ability to be rebroadcast hence repeat messages shall be generated. High exposure per contact target group.
International investors, NGOs and International community(pressure groups)	New vision, the Eastafrican Observer, Monitor, Independent, Annual reports & stakeholder mtg. Online media, Judiciary quarterly magazine	Read by most opinion formers and influential individuals. –ve comments easily see through these medium. Large geographical regional, reach Annual reports, mtgs have the ability to can be revisited at ease get instant feedback. High cost per contact.
Judiciary stakeholders.(Donors MINIJUST and NPA, NGOs, human rights organisations)	Annual reports & stakeholder mtg. Judiciary quarterly magazine	Reports have long shelf-life; can be implementation shall be easily tracked. Maximum exposure per individual target audience. Less costly.
Court customer facing staff	Internal marketing, Training, motivation, intranet mtg, and e-mails	More interactive and easily controlled messages less costly. High ability to deliver personal msg.
National population	Imvaho, New times, Focus, Radio Rwanda, contact FM, Igihe.com, city radio, ISANGO and TVR. social media, <i>Kubanza Bitera kumenya</i> , Magazine and brochures.	Have wider geographical reach, multiple information dissemination, high ability to reach target groups. Content can be controlled. Medium followed by literate groups. Information can be revisited any time hence high ability to recall information. Radio is the most prevalent source of information in Rwanda.

5.0 Conceptual/theoretical framework

Walker (2010) has defined reputation as a ‘relatively stable, issue specific aggregate perceptual representation of an organisation’s *past actions* and future prospects compared against some standard. **Brandy (2007)** added to this definition saying that ‘reputation is a perception of *past actions* and future behaviour viewed, not in isolation but in the context of what others are doing’. **Doorley and Gracia (2006)** further address this aspect in their proposal that ‘corporate reputation is built based on the reality of the organisation and the messages conveyed by and about the organisation’.

An important aspect to acknowledge among the definitions above is that reputation is usually considered as the net effect across all stakeholders or group of stakeholder groups. However, this will not acknowledge that on an individual level reputation is in the eye of the beholder for example, even organisations that register the highest level of reputation ratings cannot overcome the image held by an individual who has had a bad service experience or not satisfied by a court decision.

Fombrun (1996) and **Bernstein (1984)** argue that our image of an organisation is seen through multiple filters and is formed by how we are treated by staff, what others have said about the organisations, the communication sent by the organisation, media comments. We then form preconceptions about the same even before have direct contact with the firm in question for example we may have stereotype in our mind of oil companies or German cars.

Again, it is obvious from the above theoretical descriptions that the existing rather not positive perceptions of the entire judiciary have been formed from past actions of the courts. It is true (with consensus) that the past behavioural manifests do not exist at the moment, and where they occur, mechanisms have been established to restrain them. This communication strategy is aimed at explaining exactly that, by elaborating proof points and points of differentiation with the past which in our belief are abundantly available. We shall create a mixture of tangible and intangible, the rational and the emotional in all messages conveyed depending on the needs of the different stakeholders..

One of the main limitations of reputation measurement is that it can only be applied retrospectively; critically this means that gaps can only be identified once they have already formed, (*see model figure 1 gap analysis*). It should be the intention of management and this strategy to demonstrate that change has

been made to improve judicial services; therefore stakeholders will be persuaded to evaluations based on the present promise rather than the past judicial regimes.

6.0 The Core Message.

For purposes of building a sustainable corporate story and defend the reputation of the courts. All communication shall be built on **'Speed and Quality'** of court services as our communication platform. This shall prevent every-day-to-day messaging from straying too far from earlier set communication objectives and their achievements. The core message therefore shall always be;

- Speed of court proceedings: effective, timely, regular communication and procedure.
- Quality of adjudication. I.e. independent efficient, fair and accountable.

6.1 Broadened Marketing Communication Mix. (Promotional mix)

In order to maximise message reach an assortment of different communication mix has been devised. Here, bellow is the proposed mix based on target audience information needs and channels consumed.

- Direct marketing: email/newsletters/brochures, factsheet/outreach visits and CSR
- Personal messages: through conferences/meeting/press conferences.
- Public relations: Media relations
- Advertising/theatricals, drama and TVC, stickers, posters, banners etc...
- Exhibitions/open day. Public visits to court premises.

7.0 Crisis communication.

A crisis is an event or series of events that damage the reputation of an organisation. Typically crises interfere with normal operation or, attract external, particularly media attention and can escalate if not well handled. If known and reported by the news media can have dire consequences. Potential sources of reputational damage in courts can be; corruption by a judicial official, sabotage by employees, lose of court files, public misconduct by judges or judicial officials, misuse of confidential information obvious imbalance in judgement, fraud, public boycott etc.. In order to avoid being caught an aware the court needs to have a crisis communication and management plan... The following shall be crisis management plan and process.

- Establish early warning system. Continued audit of cases adjudicated, establish and communicate the potential resources of poor reputation.
Isolate the events.
- Establish or (continued reinforcement) and (regularly) communicate a staff code of conduct.
- Set up a crisis communication team.
- Speedy investigation and timely communicating the findings of reported (suspected misconduct.
- Open, regular, and honest media briefing by the judiciary spokesman; this, will as, the model shown above close the gaps of what the publics' thinks the court is and what the courts actually do and say of themselves.

8.0 Recommended areas of improvement and justification

Table 7

	Step	Description	Rationale
RECOMMENDATION TO ACHIEVE DESIRED IMAGE	1	Build/enhance staff motivation and satisfaction.	Increases trust & motivation, staff should be able to live (champion) the mission, vision and values of the court, will lead to service excellence and ideally improve perception of stakeholders. In service training mainly customer facing employees who appreciate processes and procedures, and give feedback to management where improvements in service have to be introduced. Increase moral which is casually linked to stakeholder satisfactions from satisfied employees.
	2	carry out an all stakeholders satisfaction/perception appraisal	This will give a quantitative/qualitative real image people have of the court. Hence facilitate proper planning with empirical evidence.
	3	Outsourcing communication services. E-commerce technology, print and electronic media	The court will direct/free its resources to core issues, since the court actually lacks staff with technical competencies and essential equipment to accomplish some services. Less costly because cash will not tired out cameras, recorders, editing suits, less risk of skilled staff mobility etc, or Allocate enough resources to the communication unit to facilitate communications carry out its functions
	4	Have a proactive approach to convey messages through the	The office of the spokesman and communication unit should hold monthly media briefing/press realises to

	media and general inquiries	highlight key development and answer some would be pressing issues the public needs to understand. Moreover it would be cooperating with the requirements of the access to information law.
5	Establish a judicial stakeholders network	The international stakeholders are believed by external observer on Rwandan judicial matters, & human rights, they are could be a link to the outside world hence engaging them could improve perceptions.
	Engage litigants settle matters outside the court	This would lead to decreased cases entering the court, a reason that often leads to poor court image cause by court delays.

9.0 CONTROL, IMPLEMENTATION AND EVALUATION

Monitoring progress towards the successful implementation of the strategy shall be made by way of measuring the achievements against earlier set goals and objectives, it is true that some objectives will be realised sooner than latter but the goals set, are realistic and some positive feedback should be seen within the set timeframes. Meanwhile the following shall be among the key indicators/proxy measures of accomplishment;

- Internal snapshot review of implementation evolution.
- Quality and number of media mention of judicial matters and +ve feedback.
- Levels of stakeholder/target audience involvement in supporting courts
- Quality of visibility of promotional materials.

Knowledge levels court procedures and process by target group

9.1 One year operational Plan

9.1 ACTIVITY PLANNER FOR 2013-2014

Table 8

Main Activity	Key output/ Performance Indicator	Delivery time	Target audience/responsibility	cost RwF
1. Air education and interactive Radio and TV programs	Production and airing of 1 Radio Talk shows. Organise one radio/TV interactive talk-show. Design brochures banners & other media products	December/2013,,February2014, April 2014, August 2014	General public/Bar, bailiff associations Journalists/SPIU/consultant/spokesman	6.000.000
	Production and airing of creative 1 advert on TV & Radios	monthly	General public, Bar, bailiff associations Journalists/SPIU/spokesman/consultant	1.200.000.
	Production of 30 minutes documentary about commercial special courts	January	International investors, NGOs/consultant	5.000.000
	Production and airing of 1 short Promotional documentary, posted online/copies made and distributed	January & March 2014.	Investors, donors, PSF/consultant	4.000.000
	Press conference or press release	Once every quarter	Journalist, general public, opinion formers	Nil
2. Post audio video information online	Judicial official or communication staff trained on social media, Collect all video information from RBA, Information posted on u-tube, and the judiciary website.	February, June, August, 2014	All target audiences/consultant	Nil
3. Events management and CSR	Ensuring media coverage of key court judgement, events organization, relevant materials production on-time, press releases. publish at least 4 print stories	November 14 February 13 publish at least 4 print stories	Local investors, general public Local community	Nil
	Make at least one visit and support to vulnerable groups or sentenced prisoners. Buy gifts judiciary year commencement. Zebra crossing painting etc/special umuganda	August/September.		4.000.000
	Training court reporters, bar association	February/may/June14	Journalist, lawyers, bailiff	2.000.000
4. Prepare and distribute state of the art	Media information packets produced posters stickers.	December/January 2014 and March, distribution	Media, all stakeholders/SPIU/consultant	2.000.000

	promotional materials & Messages	Design, distribution and production pull-up banners. Brand court premises Events and events	throughout the year	Communications/consultant	
5.	Update the website/social media postings	Periodically post key messages on the website/ and on new media and advert links on other newspaper websites. Create special page on the website CC, search engine optimisation.	Regularly throughout the year	All audiences/consultants	Nil
6.	Publications	Booking space and contract signed with local Newspapers	Weekly, monthly	Business community, key stakeholders, opinion formers/influencers	Nil
		Adverts/articles inserted in local, regional and international Newspapers & magazines. Develop frequently asked questions and explain judicial Procedure.	At least one news item weekly One supplement per quarter. In three papers.	Business community, key stakeholders, opinion formers/influencers	Nil 8.000.000
		Press kit printed, 100 four page A4 kit	Publish judiciary (4) magazine, quarterly .March	Business community, key stakeholders, opinion formers/influencers, or, communications	10.000.000 1.000.000
7.	Monitor communications on courts in media	Media monitored assessed reports produced	Regularly	consultant	
		Periodical enlisting +ve media mention of judiciary	Throughout the year	consultant	
			Ground Total		41'200.000

9. 2 a year, communication strategy plan for Rwanda commercial court special.

Table 1.0. To translate the mission vision and values into actionable activities.

Intervention	Actions	Responsibility	Time/years			Output indicators	Evaluation
			13/14	14/15	15/16		
Communication objective 1. To build overall investor confidence and trust in the commercial courts of Rwanda							
1.Design communication strategy for RCC	Develop work plan & implemented	Consultant/SPIU /communications				Strategy developed and validated	Timely implementation
	Communication products developed and disseminated						
2. Establish regular & consistent information flow and exchange with key stakeholder groups	Disseminate new reforms, strategic plans, laws and court procedures to all target audiences.	Consultant/edited & other stakeholders				Information published/training conducted	Quality and media dissemination
	Establish/enhance judiciary stakeholders' forum and exchange regular follow-up information dialogue.	Consultant/edited & other stakeholders				MoU	Quality of relationship & implementation of MoU
	Conduct training for Bar members, court Bailiffs association of Bankers and insurers associations.	Consultant/SPIU					Reports produced
3. Build knowledge and comprehension about the commercial courts, organs, competence and procedure.	Broadcast interactive TV/Radio talk-shows.	Consultant,/SPIU				Number & quality	reports
	Upload educative video, audio and print in formations on to World Wide Web.	Consultant/ media houses/ RBA All partners				Number & quality	Online feedback and quality of information issued
	Publish reform issues international/local media						
4.Publish promotional stories in regional media	Profile developments in the judiciary since independence/disseminate stories	Consultant/				Number & quality	Responses to publication

Communication objective 2. To increase the level of awareness of commercial court procedure., Structure and processes to the target audience							
1 To develop communication products/tools that increase visibility & credibility of courts.	Prepare a, radio TV documentary	Consultant/procurement				Programmed aired on time No, of media houses present	Timely implementation Quality of documentary
	Produce CC, quarterly magazine						
	Publish & print state of art promotional materials.	Consultant/SPIU					
	Publish press supplements	Consultants/procurement/SPIU					
2. Disseminate newsworthy information about judiciary activities.	Broadcast radio shows	consultant				Number of materials printed.	Quality and media dissemination Accuracy of news
	Broadcast interactive TV/Radio talk-shows						
	Information posted on social media						
3.promote successful court cases on new media/local media	Media mentions in local media	consultant				Number of tweets Number of media mentions	Quality of debate Quality of media mentions and responses
	Journalists stories published in the media	consultant					
		consultant					
Communication objective 3. Build a favourable corporate reputation, good will and positive image for the commercial justice system through the media.							
1. Engage the news media to publish favourable stories about the judiciary	Disseminate newsworthy information about judiciary activities	Consultants/procurement				All training carried out	Quality of information transmitted Media responses to news items
	Train at least one journalist from each media house in Rwanda on court procedures and reporting					Quality of information 80% acceptable	
2.Disseminate contents of court	Publish supreme court magazine	consultant				Number of materials	Quality and media dissemination.

reports	brochures					printed.	Quality magazine and brochures
	Information posted on social media						
3.promote successful court cases on new media/local media	Hold a bi-annual press-conference to engage the media to convey key information about recent developments in the judiciary.	consultant				Number of twits. Number of media mentions	Quality of debate Quality of media mentions and responses
	Disseminate new reforms, strategic plans, laws and court procedures to all stakeholders	Consultant/					
4. Establish regular & consistent information flow and exchange with key stakeholder groups	Disseminate new reforms, strategic plans, laws and court procedures to all stakeholders	Consultant/				No of cases disseminated	Quality and space of publications
Communication objective 4. Establish a consistent, regular and coordinated collaborative working framework with key commercial courts stakeholders							
1. enhance/establish the commercial court stakeholders' network	Set up a contacts data base for all justice partners	Consultants/procurement				All training carried out/forum established	Active forum.
	Establish a lobbying mechanism with key public sector/donor publics.	SPIU/Consultants/SG					
2.Disseminate contents of court reports	Convey strategic plans to justice sector stakeholders					Number of materials printed.	Quality and number of quality information dissemination

9.0 Conclusion and recommendations.

Strong corporate reputation is an asset that is hard to imitate *Dowling, (2002)*. Much as there are internal and external barriers like politics, budget constraints, organizational structure and culture that hinder the company's reputational development, creativity and flexibility will make SC gain a unique value proposition and enjoy the benefits of stakeholder relationship *Ebru et al, 2007, Pyne et al, 1995 and Fill, 2009*. SC should aim at strengthening its corporate identity as a basis of building its image since it is believed that reputation influence flows from internal to external. SC must know that employees come first and customers second and should note that their membership and interests are intertwined which will automatically shape the company's corporate reputation.

Again, this communication strategy for commercial courts cannot be implemented in isolation; there is a need to have an integrated Judiciary communication strategy based on the fact that this strategy is largely limited to commercial special courts only. Again the strategy cannot be implemented without the involvement of all stakeholders (internal and external), since communication is not a one off/static planning tool, regular modification of activities shall be made to suit with the existing trends in the target audience Knowledge Attitudes and Behaviour,(KAB) about the Judiciary and changing concerns. A comprehensive risk communication assessment (to close the gaps) needs to be done to avoid any setbacks arising from the behaviour and quality service levels of the judiciary.

A. Appendices

REPUBLIC OF RWANDA



THE JUDICIARY

P.O Box .2197 KIGALI

A. Terms of Reference

Title of Tender: Individual Consultancy Services to Provide Branding and Communications Outreach to Stakeholders Tender Reference Number: 03/RCJP/JoR/2013 Financing: ICF Procurement Method: National Open Competitive Bidding

Background: The Government of Rwanda through the Judiciary, has received funding from the Investment Climate Facility for Africa, ICF to implement the second generation of Rwanda Commercial Justice Project (RCJP) which aims at enhancing contract investors' confidence in the commercial justice system in Rwanda by, 1) fully clearing the commercial litigation backlog; 2) reducing the procedures and time for a more efficient and transparent court process; 3) reducing the cost of commercial litigation; 4) improving the quality of judgments delivered; and 5) improving the quality of commercial justice information available to court management for decision making as well as to various stakeholders. The Judiciary intends to apply a portion of the funds to hire an individual consultant to execute services for which this Request for Expression of Interest is issued. Main Objective

The Consultant will ensure that the RCJP and its activities are branded appropriately and communicated in the right light to its stakeholders. The consultant will also be responsible for the development and execution of the RCJP Communications and Branding Strategy and action Plan.

Specific Tasks of the Consultancy

Develop and implement a Communications and branding strategy for the RCJP
 Design of RCJP promotional material such as newspaper supplements, brochures, illustrative posters, banners, press kits, fact sheets
 Organize, coordinate and ensure the successful implementation of media campaigns including town hall meetings and live TV / Radio shows
 Coordinate and manage the preparation, publication and dissemination of RCJP knowledge products and services
 Develop relationships with journalists, publications, and key players in media circles, commercial justice and investment climate circles and the mass media; with a view to

raising RCJP's visibility nationally.
 Conduct training and mentor appropriate Judiciary staff in the usage of selected social media tools

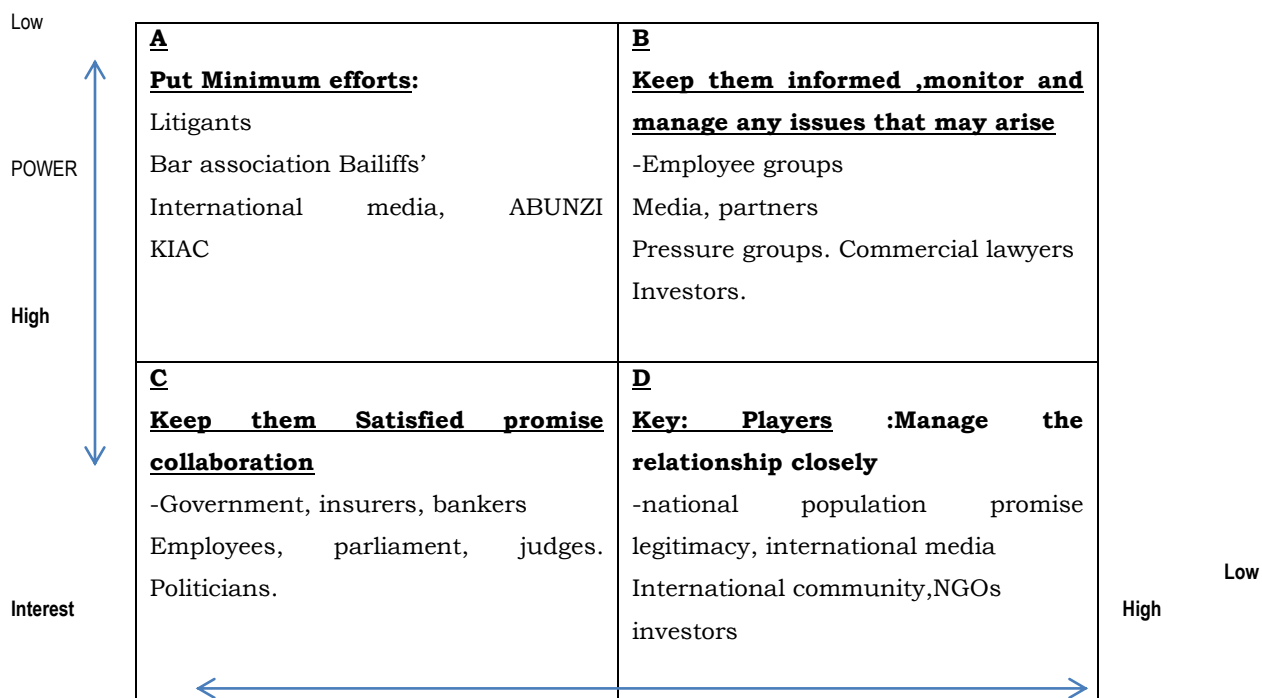
Manage and implement a strategy of increasing RCJP's visibility via events (workshops, conferences, judiciary events, etc), publications, meetings and targeted outreach.

Prepare any required updates to RCJP's Communications Strategy.
 3 Assist in tracking and effectively communicating the results and impact of RCJP's

B. Recent Media coverage about the justice sector.

- http://www.observer.ug/index.php?option=com_content&view=article&id=28440:billionaire-says-investing-in-rwanda-is-risky&catid=38:business&Itemid=68
- <http://www.theeastafrican.co.ke/Rwanda/Opinion/-/1433246/2093400/-/ngpmyqz/-/index.htmlhttp://www.newtimes.co.rw/news/index.php?i=15548&a=72276>
- [By Jean de la Croix Tabaro](#)

C. Figure 1: Mendelow's, (1985) Stakeholder's Power/interest Matrix



Source: Vincent, (2009, p180)

REPUBLIC OF RWANDA



THE JUDICIARY

P.O Box .2197 KIGALI

COMMERCIAL COURT COMMUNICATION AUDIT

Local media coverage questionnaire.

For:	The Rwandan Judiciary		
Court	Commercial courts	Date	
Dear, am requesting you to please save a few minutes and answer these few questions. The survey is intended to find out how media covers justice related stories. The survey outcome will influence our working relationship with your organisation. Please underline the answer of your choice.			
Your media organisation If radio please tell us the frequency			
Does your editorial policy include judiciary? YES, NO			
Do you have a radio program dedicated to matters of justice			
How often do report about court cases:			
<ol style="list-style-type: none"> 1. Weekly 2. Once in a month 3. Quarterly 4. When news worthy cases are available 5. Never 			
How do you find out about an ongoing court case?			
<ol style="list-style-type: none"> 1. By invitation 2. Press release 			

3. Our own follow-up	
Commercial court- Have you heard about special commercial courts in Rwanda?	
Yes	No
<ul style="list-style-type: none"> • Have you covered a commercial court case in the last one month? Yes No • How do want to be informed about an ongoing commercial court case? <ul style="list-style-type: none"> 1.emailplease enter you address 2.Telephone.....please enter your number 3.Press releases 4.Press conference 	
Capacity Building	
<ul style="list-style-type: none"> • Do you have on your team a special court correspondent? <ul style="list-style-type: none"> 1. Yes 2.No. 	
<ul style="list-style-type: none"> • Do they have specific training in court/legal reporting? 1. Yes 2.No. 	
In your opinion what constitutes a commercial case?	
Any other comment	

Thank for your quality time.

