



THE JUDICIARY

COMMUNICATION

STRATEGY

2023 - 2027

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FOREWORD

The Judiciary of Zambia is established pursuant to the Constitution of Zambia as an independent arm of the government responsible for providing effective and efficient administration of justice to all people in Zambia. The strategic plan emphasises the Judiciary's need to improve stakeholder confidence and to increase satisfaction of stakeholders. As such, communication becomes an essential element in the operations of the Judiciary.

Through this Communication Strategy, the Judiciary will enhance its engagement and interaction with various stakeholders in order to enlighten them about its operations and to increase their active participation in the process of administration of justice.

The strategy focuses on both internal and external communication and is informed by the contextual environment in which the Judiciary operates. It also outlines the communication approach of how the Judiciary will implement the strategy.

In coming up with this strategy, due diligence was taken to ensure that it firmly aligns the communication objectives and activities with the mandate and unique operations of the Judiciary.

Lastly, I would like to express my gratitude to the Deputy Director - Corporate Communications and all those who helped in the preparation of this document for their tireless efforts. I totally commit to seeing the successful implementation of this strategy and I urge staff to embrace this document fully if we are to continue to operate professionally.

ACKNOWLEDGEMENTS

From the outset, I am exceedingly grateful to His Lordship, the Honourable Chief Justice of the Republic of Zambia, Dr. Justice Mumba Malila, SC for his invaluable leadership and counsel throughout the process of developing the first-ever Communication Strategy of the Judiciary.

The Communication Strategy is a culmination of collaborative efforts cutting across the judicial strata, which efforts deserve special commendation.

The development of the Communication Strategy would not have been possible without the unstinting support of the German International Cooperation (GIZ), to which the Judiciary is eternally indebted.

By the same token, profound gratitude goes to Consultant Dr. Basil Hamusokwe for generously imparting his knowledge, experience and expertise, all of which have greatly enriched the document.

I would also like to thank our allies, such as the Ministry of Justice, the Law Association of Zambia and its members, the law enforcement agencies, civil society, the media - the fourth pillar of government - as well as the general public, for their candid comments in our survey and interviews. It is those comments which, to a large extent, informed the Communication Strategy.

Accolades are also due to the Department of Corporate Communication, spearheaded by the Deputy Director Ms. Kalumba Slavin, for her teams' relentless input, without which this Communication Strategy would not have materialised. The work has been outstanding; indeed, the long hours and many sleepless nights have paid off.

Of course, I would be remiss in my duty if I did not recognise all the adjudicators and members of staff for their different roles past, present and future, in our quest to demystify the Judiciary. All of this is a clear demonstration of our shared vision and unwavering commitment to serving the public better.

Nalishebo Imataa (Ms.)

CHIEF ADMINISTRATOR

ABBREVIATIONS AND ACRONYMS

CSOs - Civil Society Organisations

ICT - Information Communications Technology

M&E - Monitoring and Evaluation

PR - Public Relations

SMS - Short Message System

ZACS - Zambia Agriculture and Commercial Show

CHAPTER ONE

1.0 INTRODUCTION

In line with the mandate of the Judiciary of Zambia to dispense justice to all, the communication strategy sets the tone and direction of all the institution's communication activities, procedures, products, channels, audiences and materials. Realising that communication is the glue that binds together all stakeholders in any institution, both internally and externally, the Judiciary intends to improve its relations with the public and other stakeholders. This communication strategy is guided by Article 118 of the Constitution of Zambia which provides that the judiciary wields judicial authority on behalf of the people of Zambia, to whom that authority belongs. This authority shall be exercised in a just manner and such exercise shall promote accountability.

1.1 OBJECTIVES OF THE COMMUNICATION STRATEGY

The overall objective of this communication strategy is drawn from the strategic objective which intends "to improve stakeholder coordination." The communication strategy will help mobilise stakeholders to implement efficiently and effectively the activities of the Judiciary in improving access by the Zambian population to accountable institutions, justice and to transparent government decision-making processes.

1.1.1 Objectives:

Arising from the overall objective, the specific objectives of the Strategy include:

1. To promote positive perceptions and image of the Judiciary, thereby bridging the gap between citizens and the Judiciary of Zambia;
2. To inform the public, civil society and media on the roles and functions of the Judiciary of Zambia;
3. To promote judicial accountability in the administration of justice by the Judiciary of Zambia;
4. To improve citizens' confidence in the administration of justice by the Judiciary of Zambia;
5. To engage stakeholders in a structured way to increase information exchange between and among various state and non-state partners on policy reforms in the areas of citizen participation, anti-corruption, transparency, accountability and access to justice;
6. To ensure that internal communication processes are enhanced on important issues such as governance and management of resources.

CHAPTER TWO

2.0 SITUATION ANALYSIS

In order to inform the direction of the 2023 - 2027 Judiciary Communication Strategy, it was imperative to undertake a situation analysis to give an overview of the prevailing conditions in the environment in which this communication strategy is being launched for implementation. The analysis presented in this section speaks to what is obtaining on the ground and helps identify the gaps, challenges and opportunities for communication.

The situation analysis is divided into two sections. The first section evaluates the existing internal communication practices, processes and infrastructures to gain insights into its successes, challenges, relevance, effectiveness, efficiency and sustainability. The second part is an assessment of external communication practices with different external stakeholders of the Judiciary of Zambia.

2.1 THE INTERNAL COMMUNICATIONS AUDIT

The purpose of this communications audit was to assess the effectiveness of the current communication procedures and make recommendations for methods to enhance communications at the Judiciary based on an evaluation of the audit's strengths and areas for growth.

An analysis of the existing institutional arrangements surrounding the role and functions of the Judiciary of Zambia was conducted. This took the form of a communication audit. This is critical for establishing relevant effective tools and media techniques for dissemination of information on judicial processes. This activity took the form of:

- a) Interviews with staff of the Judiciary (the meetings also helped to identify strengths and weaknesses in the existing processes);
- b) An online internal communications assessment of the institutional structure, policies, and practices of communication within the Judiciary.

The audit reveals that one of the Judiciary's urgent operational needs is the development of a strategic communication plan. The findings in the audit serve as

basis for analysing the ability of the Judiciary in processing, sending and receiving messages within the organisation and to its external audiences, and informed the recommendations made therein. However, most of these recommendations will only be successful if the responsibility for them is shared by senior staff and administrators, as well as those appointed to assist in their implementation.

Although some participants praised the Judiciary's communications system, others also gave suggestions for improvements. Even though the Judiciary has a Public Relations office, the audit findings mostly indicate that structural changes to the operations, communication patterns, and norms are more necessary than merely giving one individual the responsibility of disseminating (or receiving) additional information.

2.1.1 STRENGTHS

There exist several factors within the Judiciary which could enhance the effectiveness of the communication systems. These include employees and management's willingness to improve communication, openness to innovation and knowledgeability of employees of the mission and mandate of the Judiciary.

Staff within the Judiciary felt that information received from the departments and line managers was sufficient, understandable, and that all staff regarded effective communication as important.

More strengths include:

- a) Top management understands the importance of communication and is passionate about improving both internal and external communication;
- b) Strong, committed leadership with integrity and experience in law and administration;
- c) Existence of a public relations office;
- d) Established official channels of communication;
- e) Strong coordination channels between leaders and their respective departments

However, internal analysis indicates that staff's expectations are not met regarding communication on Human Resource-related issues, particularly information on staff welfare, professional development opportunities and financing opportunities.

2.1.2 WEAKNESSES

Although several strengths exist within the institution, the situation analysis lists some weaknesses that could impede the effective communication within the Judiciary. Some of the weakness include failure to adopt modern and accessible communication technologies; failure to allocate sufficient funding to implementing communication activities and the poor relationship between the Judiciary and its stakeholders. Additionally, emails are not effectively used by the rank and file of the Judiciary. Firstly, most staff do not regularly check their mail; and secondly, there is limited ICT and connectivity infrastructure to support the organisational intranet system.

The following are among other weaknesses:

- a) Lack of communication strategy and research;
- b) The Public Relations office not fully structured and equipped;
- c) Lack of understanding of the public relations function by some staff;
- d) Lack of clear and approved communication policy;
- e) Lack of crisis communication strategy;
- f) Limited ICT infrastructure and internet connectivity;
- g) Limited professional communicational skills among staff; and
- h) Poor attitude to communication by some staff.

2.1.3 OPPORTUNITIES

The Judiciary has the potential to take advantage of several opportunities to enhance collaboration with internal and external stakeholders; enhance the efficiency, quality, and quantity of its services, and ensure public access to information. These opportunities exist in the following ways:

OPPORTUNITY 1: Internal communication strategies and tools are essential to ensure that employees are well informed about the priorities, programs, and future of the Judiciary. Currently, there is a lack of clear communication protocols and

practices, which makes some employees feel undervalued by the administration. Certain decisions have been perceived as not being properly timed and explained to staff. To address these issues, it is critical to implement internal communication methods and tools that inform personnel about the objectives, mission, vision, and accomplishments of the judiciary. Regular communication, especially regarding decisions and actions impacting staff, and the integration of new and modern digital tools can help connect all employees within the Judiciary.

OPPORTUNITY 2: There is a need for increased investment in ICTs within the Judiciary. Many employees have acknowledged the difficulty in accessing the website and finding information, leading to issues with searchability. By investing in communication tools like cameras and audio-visual live streaming equipment, the Corporate Communications Department can enhance its versatility and improve communication infrastructure throughout the organisation.

OPPORTUNITY 3: Embracing new ways of communication, such as the use of social network sites and social media, presents a promising opportunity for the Judiciary. The existing use of the WhatsApp app for both two-way and group communication has already gained popularity among Judiciary staff. Leveraging these platforms can further enhance communication and engagement among employees and stakeholders.

OPPORTUNITY 4: Establishing official internal communication channels for airing grievances or complaints is crucial. The Judiciary should develop a comprehensive grievance redressal system that allows employees to lodge complaints and grievances formally. This system will enable the organisation to address concerns promptly and foster a transparent and supportive work environment.

2.2 EXTERNAL COMMUNICATION ASSESSMENT

The external stakeholder analysis speaks to what is obtaining on the ground and helps identify the gaps, challenges and opportunities for improving communication.

2.2.1 The Media

The media recognises that the judiciary plays a key role in the administration of justice in the country. Two things were established, from the media, in relation to the operations of the Judiciary. On one hand, it was established that the media lack understanding of the mandate of the Judiciary, while on the other hand it was indicated that the Judiciary is a ‘closed’ institution and is not easily accessible to Journalists. All the same, journalists feel that they should be accorded sufficient recognition during interactions with the Judiciary because they are at the centre of information generation and dissemination in order to disseminate pertinent information to the public on the operations of the judiciary.

A number of factors, including the not-so-good relations between the Judiciary and the media, have impeded the media’s access to information relating to processes of administration of justice. It was generally acknowledged that there were many opportunities for improving relations between the Judiciary and the media.

2.2.2 General Public

The Judiciary recognises the importance of the public as a key stakeholder in the justice process. Most of the communication from the Judiciary is targeted at the general public in order to enlighten them about its mandate. However, it has been established that there is perceived lack of confidence with respect to the operations of the Judiciary in some processes of administering justice. The public generally perceives the Judiciary as a mystical institution which is not in touch with the people. Thus, this Strategy appreciates the importance of engaging the communities at a grassroots level, to sensitise them on the mandate of Judiciary in order to demystify the institution. The Judiciary needs to communicate to the public about court processes by explaining the various Service Charters in clear and easy-to-understand language. This will require corporate communications staff and key officials of the Judiciary to visit different communities to engage directly with the public to explain the different aspects of the operations of the Judiciary. The Judiciary will also hold open days to allow members of the public access to Judiciary buildings and learn more about the institution. The Judiciary will also use other innovative and interactive platforms such as TV and radio programmes, utilise social media platforms, documentaries, public enquiries, and theatre and drama to ensure that the public is enlightened.

2.2.3 Law Enforcement Agencies

As one of the significant stakeholder groups, law enforcement agencies appreciate the role of the Judiciary in the administration of justice. A typical justice system includes several participants, such as the police, prosecutors, courts, counsel, and correctional facilities. Therefore, smooth coordination and communication between the judiciary and external stakeholders are essential for the system to be effectively administered.

However, it was established that law enforcement agencies view the Judiciary's communication processes as rigid and slow. Currently, the parties or their legal representatives must be physically present in court to learn about the absence of a Judge or Magistrate. This inconvenience can be prevented through effective coordination and communication. The Judiciary must establish effective electronic case management systems that can be updated regularly to communicate in real time. This will update other stakeholders about the unavailability of judges without them having to appear in court in order to learn of it.

The Judiciary stakeholders need to communicate frequently to share lessons on the administration of justice in the country. Also, much of the Judiciary's communication to stakeholders is post-mailing, which in most cases takes about a week to arrive in provincial centres. This makes the communication system inefficient. A robust communications system is required to effectively and regularly communicate with stakeholders and fill the existing communication gaps.

2.2.4 Civil Society Organisations

The Judiciary recognises the importance of Civil Society Organisations as stakeholders in the administration of justice in the country. They are key players in advocacy and sensitization of the public on the mandate of the Judiciary and other matters related to judicial processes. The major information needs of civil society organisations include information on public perceptions, government activities and policies. The judiciary therefore needs to engage CSOs through meetings, workshops and other appropriate channels of communication.

2.2.5 The Ministry of Justice

The Ministry of Justice is charged with the responsibility of facilitating the administration of justice and promoting the observance of the rule of law in Zambia. It was established that more communication engagements are needed between the Ministry of Justice and the Judiciary in order to enhance the administration of Justice. Also, this strategy recommends more collaborations such as issuance of joint media briefings, outreach activities, press releases and statements.

2.3 STAKEHOLDER IDENTIFICATION AND INFORMATION NEEDS ANALYSIS

The following are the key stakeholders for the Judiciary communication and engagement activities. In order to communicate effectively, formats and channels of communication have been specifically designed for each of the identified stakeholders.

STAKEHOLDER	INFORMATION NEEDS	FORMAT
Members of the Public	Information on court procedures	<ul style="list-style-type: none"> • Service charters • Notice boards • Judiciary website
	Awareness on the mandate of the judiciary	<ul style="list-style-type: none"> • Radio programmes • Television programmes • Newspapers • Outreach programmes • Open Day • Social Media platforms
	Access to the Judiciary	<ul style="list-style-type: none"> • Court rooms • Public hearings
	Information on the Court judgments	<ul style="list-style-type: none"> • Court rooms • Judiciary website • Social media
	Timely feedback	<ul style="list-style-type: none"> • Judiciary website • Radio Programmes • Television Programmes • Outreach programmes • Social media platforms
	Access to information on Judiciary matters	<ul style="list-style-type: none"> • Radio programmes • Television programmes • Newspapers
The Media	Interactions with the Judiciary	<ul style="list-style-type: none"> • Open Day • Press briefings • Media training
	Information on court judgments and procedures	<ul style="list-style-type: none"> • Judiciary website • Social media • Press releases
	Access to court documents	<ul style="list-style-type: none"> • Registry Offices • Service charters • Information packs

	Access to court cases	<ul style="list-style-type: none"> • Court rooms • Public hearings
Law Enforcement Agencies	Increased collaborations	<ul style="list-style-type: none"> • Workshops • Outreach programmes • Radio Programmes • Television Programmes
	Transparency and accountability	<ul style="list-style-type: none"> • Consultative meetings • Court rooms • Workshops • External Newsletters
	Timely feedback	<ul style="list-style-type: none"> • Emails • Media briefings
	Access to court cases	<ul style="list-style-type: none"> • Court rooms • Public hearings
Civil Society Organisations	Collaboration with the Judiciary	<ul style="list-style-type: none"> • Workshops • Consultative meetings
	Information on court procedures and proceedings	<ul style="list-style-type: none"> • Information packs • Open Day
	Access to court cases	<ul style="list-style-type: none"> • Court rooms • Public hearings
	Information on magistrate sittings	<ul style="list-style-type: none"> • Emails • Court publications
	Information on bills and enacted laws	<ul style="list-style-type: none"> • Radio Programmes • Television Programmes • Judiciary website • Social media platforms • Press releases
Judiciary Staff	Strategic direction and policy	<ul style="list-style-type: none"> • Intranet • Memos • Circulars • Emails • Manuals
	Challenges facing staff and the Judiciary	<ul style="list-style-type: none"> • Intranet • Meetings • Surveys • Memos
	Professional development opportunities	<ul style="list-style-type: none"> • Intranet • Notice boards • Internal newsletter • Memos
	Timely feedback on work and concerns of staff	<ul style="list-style-type: none"> • Emails • Departmental meetings • Intranet • Short message system (SMS)

CHAPTER THREE

3.0 TARGET AUDIENCE MESSAGE STRATEGY

This section details the target audience, objectives, activities and channels through which the selected audiences will be reached. The section also looks at specific messages and expected outcomes. The Judiciary’s communication initiatives will contain simple and consistent messages that are audience-specific.

	Target Audience	Objective	Activity/Channel	Specific Message	Expected Outcome
1.	Members of the Public	To promote positive perceptions and image of the Judiciary, thereby bridging the gap between citizens and the Judiciary of Zambia;	Facilitate access to court rooms	The Judiciary is an independent and credible institution	Improved image of the Judiciary
		To promote judicial accountability in the administration of justice by the Judiciary of Zambia	Facilitate access to court rooms Facilitate access to court documents Television Programmes Radio Programmes Press conferences	Access to justice is a basic principle of the rule of law Delivery of justice should be impartial and non-discriminatory The Judiciary exists for its citizenry and is answerable to the people of Zambia	Improved public Trust and confidence
		To inform the public, civil society and media on the roles and functions of the Judiciary of Zambia;	Radio and TV programmes Press Statements Media workshops Consultative meetings Stakeholder workshops	Justice shall not be delayed	Improved media coverage Well informed public and other stakeholders
		To promote citizens’ confidence in the administration of justice by the Judiciary of Zambia	Hold open days Social media platforms Facilitate access to court documents Conduct outreach programmes	Justice shall be done to all, without discrimination The Judiciary exists for its citizenry	Increased confidence in the Judiciary Increased candid feedback from the public
2.	The Media	To promote positive perceptions and image of the Judiciary, thereby bridging the gap between media practitioners and the Judiciary of Zambia;	Workshops Service charter Court reporting procedures and guidelines Interactive sessions Bills and enacted laws	Justice shall not be delayed The Judiciary is committed to reduce the gap that exists with the media	Improved media coverage and well informed citizenry Increased interactions and a well-informed media

		To inform the public, civil society and media on the roles and functions of the Judiciary of Zambia;	Facilitate access to court cases Eliminate barriers to media's access to court documents Audio and visual documentaries Hold media training workshops Press briefings Workshops	Justice shall be administered without undue regard to procedural technicalities	Well informed public and other stakeholders Increased access to court documents Improved reporting on judicial matters
3.	Judiciary staff	To ensure that internal communication processes are enhanced on all issues of the importance including issues such as governance and management of resources	Promote a two way communication system Aligning internal communications Publication of internal newsletter Surveys Notice boards Departmental meetings	The Judiciary regards its employees as the most valuable human resource Goal-oriented	Motivated workforce Improved communication systems
4.	Law Enforcement Agencies	To inform the public, civil society and media on the roles and functions of the Judiciary of Zambia;	Facilitate access to court documents Brochures and posters Hold open day Television Programmes Radio Programmes Judiciary website Social media platforms	The Judiciary believes in accountability and transparency Justice shall be done to all, without discrimination	Improved image of the Judiciary Enhanced understanding of the role of agencies in administration of justice Improved confidence in the Judiciary
		To engage stakeholders in a structured way to increase information exchanges between and among various state and non-state partners on policy reforms in the areas of citizen participation, anti-corruption, transparency, accountability and access to justice.	Consultative meetings and workshops Annual meetings Hold joint outreach programmes Workshops	The Judiciary is committed to support stakeholders in their oversight roles in the administration of justice	Enhanced engagements Enhanced accountability and oversight systems
5.	Civil Society Organisations (CSOs)	To inform the public, civil society and media on the roles and functions of the Judiciary of Zambia;	Facilitate access to court rooms Hold open day Judiciary Website Television Programmes	The role of CSOs in sensitizing the public and raising awareness about bills and enacted laws	Well informed citizenry Enhanced image of the Judiciary

			Radio Programmes Newspaper articles Bills and enacted laws		
		To engage stakeholders in a structured way to increase information exchanges between and among various state and non-state partners on policy reforms in the areas of citizen participation, anti-corruption, transparency, accountability and access to justice.	Hold outreach programmes Consultative meetings	Key stakeholders in the administration of justice The Judiciary is committed to supporting stakeholders in their oversight roles in the administration of justice	Strengthened relationships with CSO Available resource

CHAPTER FOUR

4.0 IMPLEMENTATION PLAN

This section details which activities the Judiciary will undertake in order to achieve its objectives. It also describes communication channels for reaching its audiences, timeframe and budget.

4.1 IMPLEMENTATION STRUCTURE

In large measure, implementing this strategy will require the support and commitment of the senior management team.

The public relations committee needs to acquire full mandate to implement this communication strategy. To this effect, either specific Terms of Reference should be assigned to the committee or the existing Terms of Reference should be realigned to the objectives of this strategy.

In terms of structure, the Committee should comprise officers from the Corporate Communications Department and other units that play a key role in information dissemination. The Committee reports to the Chief Justice.

Therefore, the specific terms of reference for the implementation committee should be realigned as follows:

- a) To provide managerial oversight on the implementation of the strategy; direction and coherence;
- b) To review and monitor the content of all communication materials;
- c) To ensure the quality and consistency of all communication messages;
- d) To ensure the allocation of adequate funds to the implementation of the strategy in the institution's annual budget and supplementary funding from cooperating partners;
- e) To supervise the implementation of activities and ensure accountability of the various departments and personnel, thereby ensuring smooth implementation of the strategy.

The various departments that will make up the Communication Strategy Implementation Committee are as presented below.

4.1.1 Corporate Communications Department

The Corporate Communications Department will assume overall responsibility for the implementation of the Communication Strategy.

4.1.2 Information Communication Technologies Department

The ICT Department will spearhead the operationalisation of the ICT strategies, including the appropriate evaluations and redesigning of tools. It will also facilitate the dissemination of content using various ICT services.

4.1.3 Human Resource and Administration

This department will support strategy implementation through resource mobilisation. It will also ensure all aspects of monitoring and evaluations are well coordinated across various functions of the institution.

IMPLEMENTATION PLAN				
Objective 1: To promote positive perceptions and image of the Judiciary, thereby bridging the gap between citizens and the Judiciary of Zambia				
Activities to be undertaken	Communication channel	Timeframe	Budget	Performance Indicator
Media appearances	Television	Twice a year	K60,000	Two media appearances annually
Press briefings	Press conferences/ Press statements	Every quarter	K100,000	Four press statements issued annually
Meet the Chief Justice	Meeting	Once a year	K90,000	One meeting annually
Capacity building	Media training	Once a year	K70,000	One media training annually
Stakeholder Engagements	Workshop	Twice a year	K80,000	Two workshops annually
Media appearances	Radio	Every quarter	K65,000	Four Radio programmes annually
Objective 2: To inform the public, civil society and media on the roles and functions of the Judiciary of Zambia				

Design and publication in local languages	Service Charters	Once in a year	K300,000	Number of service charters translated and published
Streamline social media platforms	Social media platforms	Three times a week	K30,000	Number of posts made annually
Community mobilisation	Outreach programmes	Once every quarter	K150,000	Four outreach programmes annually
Publication of columns and articles	Newspapers	Once every quarter	K25,000	Four articles and columns published annually
Branding	Pop up banners	Once in two years	K15,000	Number of pop ups designed
Information packs	Info packs	Once in a year	K12,500	Distribution lists & number of packs produced
Objective 3: To promote citizens' confidence in the administration of justice by the Judiciary of Zambia				
Public awareness and sensitization	Outreach programmes	Every quarter	K150,000	Four outreach meetings annually
Exhibition	ZACS & Trade Fair Exhibition	Twice in a Year	K120,000	Two exhibitions in annually
Branding	Production of posters	Once in two years	K15,000	Two thousand posters published and distributed
Production of brochures	Brochures	Once a Year	K15,000	Two thousand posters published and distributed
Audio-visual productions	Audio and video documentaries	Three times a year	K280,000	Number of productions
Design and production of external newsletter	Newsletters	Twice a Year	K25,000	Two external newsletters published annually
Objective 4: To engage stakeholders in a structured way to increase information exchanges between and among various state and non-state partners on policy reforms in the areas of participation, anti-corruption, transparency, accountability and access to justice				
Hold public meetings	Open day	Once every quarter	K25,000	Four open day sessions annually
Media appearances	Radio and Television	Twice a year	K65,000	Two media appearances annually
Consultative meetings	Workshop	Twice a year	K70,000	Two consultative meetings held annually
Hold meetings with Civil Society Organisations (CSOs)	Interactive meetings	Twice a year	K100,000	Two meetings held annually
Advertising	Radio, Television and Newspapers	When necessary	K150,000	Reports generated
Objective 5: 5. To ensure that internal communication processes are enhanced on all issues of importance, including issues such as governance and management of resources				
Design and publication of internal newsletter	Newsletters	Once every quarter	K48,000	Four internal newsletters publications annually

Hold staff meetings	Meetings	When necessary	K60,000	Reports generated biannually and annually
Train staff on media relations	Training	Once every two years	K35,000	
Employee and stakeholder feedback survey	Survey	When necessary	K150,000	
Propose additional roles for the Corporate Communications Department	Meetings/proposals	Before structure is revised and approved		Proposals made before new structure is approved

CHAPTER FIVE

5.0 MONITORING AND EVALUATION

This section of the Judiciary's communication strategy outlines how communication activities will be monitored and evaluated. It is important to continuously monitor activities to ensure the most effective and efficient use of resources. Monitoring and evaluation (M&E) also determines the extent to which communication is having or has had the desired impact; and assists in fine-tuning what is not working according to plan.

This strategy will be monitored periodically through the use of surveys to be shared by the Corporate Communications Department with both internal and external stakeholders of the Judiciary as a way of evaluating its effectiveness. To ensure effective utilisation of resources, it is recommended that surveys are conducted at an earlier stage. Further, a number of methods will be used. These include:

5.1 Media monitoring

The Corporate Communications Department will, on a daily basis, monitor the media and feed into the office of the Chief Administrator daily or weekly. Media clips and newspaper cuttings should be kept and summary reports prepared. A digital copy should also be maintained for storage.

5.2 Content Analysis

To ensure that there is understanding of press coverage of the Judiciary, it is important to undertake an analysis. Possible areas of focus include:

- a) number of articles and/or clips about the Judiciary
- b) type of coverage received, that is whether it is positive or not; and
- c) Are the stories accurately reflecting the mandate of the Judiciary?

The Corporate Communications Department should be proactive and ensure that any articles and publications that do not reflect the values of the Judiciary are responded to appropriately.

5.3 Website Evaluation

On the website, it is important to evaluate how site visitors navigate through the page. As such, it is important that basic information is obtained, such as how much time visitors spend on the website, which pages are frequented, whether documents are easily accessible and downloaded, and how visitors were directed to the page. This requires basic metric analysis which can be complemented by an online survey.

MONITORING AND EVALUATION FRAMEWORK

Objective	Outcomes/Outputs	Activities	Target	Means of verification	Responsible Unit
1. To promote positive perceptions and image of the Judiciary, thereby bridging the gap between citizens and the Judiciary of Zambia	Increased positive image of the Judiciary	Radio 20-30 minutes programme, live or recorded	Four to six programmes annually	Number of radio programmes aired	Corporate Communications Department
		Television 15-20 minutes programme	Four to six programmes annually	Number of programmes aired and TV reports	Corporate Communications Department
	Improved media coverage	Open Day Conduct provincial open day sessions	Four to Six sessions annually	Report and attendance register	Corporate Communications Department
		Press Statements Develop and timely issue newsworthy statements and distribute them to the media	Four to Eight Press releases annually	Number of statements produced	Corporate Communications Department
		External Newsletter Design and publication of external newsletter	One in each half of the year	Number of newsletters sent externally	Corporate Communications Department
		Meet the Chief Justice	Once in a year	Attendance sheets	Corporate Communications Department
2. To inform the public, civil society and media on the roles and functions of the Judiciary of Zambia	A well informed citizenry	Press Briefings Hold regular media briefings on issues relating to the mandate of the Judiciary	Four to Eight briefings annually	Attendance sheets	Corporate Communications Department
	Improved media coverage	Media workshops Conduct capacity building workshops	Once annually	Attendance and activity reports	Corporate Communications Department

		Internet Platforms Develop and publish content on social media platforms and the website	Twelve posts per month	Internet statistics	Corporate Communications Department & ICT
		Newspaper Articles Develop and publish accurate and factual articles in the newspapers	Four to Eight newspaper articles	Media monitoring reports	Corporate Communications Department
		Brochures Publish and distribute brochures across the country	Once every two years	Distribution list	Corporate Communications Department
		Posters Publish and distribute posters across the country	Once every two years	Distribution list	Corporate Communications Department
3. To promote citizens' confidence in the administration of justice by the Judiciary of Zambia	Increased confidence in the mandate of the Judiciary	Outreach Programmes Conduct outreach programmes in each province	Four activities in a year	Activity Reports and attendance registers	Corporate Communications Department
	Increased candid feedback from the public	Exhibitions Participate in ZACS and Trade Fair exhibitions	Twice in a year	Activity reports	Corporate Communications Department
		Audio and Video Documentaries Produce and air 25 minutes prerecorded on issues such as court rulings and procedures to be shared with both online and mainstream media	Three times a year	Number of documentaries produced and aired	Corporate Communications Department & ICT
4. To engage stakeholders in a structured way to increase information exchanges between and among various state and non-state partners on policy reforms in the areas of participation, anti-corruption, transparency, accountability and access to justice	Enhanced collaboration and corroboration	Meetings Conduct consultative meetings and workshops with stakeholders	When necessary	Reports and attendance sheets	Corporate Communications Department
		Annual Conference Hold and participate in annual conferences and general meetings	Once in a year	Reports and attendance sheets	Corporate Communications Department
5. To ensure that internal communication processes are enhanced on all issues of the importance including issues such as governance and management of resources	Improved internal communication systems within the Judiciary	Service Charter Develop Service Charter in local languages and ensure it is implemented	Develop the Service Charters by end of 2023		Corporate Communications Department
		Orient Staff on Service Charter Conduct orientation to members of staff	Once in a year	Attendance Reports	Corporate Communications Department

		Internal Newsletter Design and distribute newsletter	One per quarter	Number of publications	Corporate Communications Department
		Notice Boards Utilise notice boards for memos, professional development opportunities etc.	When necessary		Corporate Communications Department
		Memorandums Develop and circulate internal memorandums online and offline	When necessary	Number of memos circulated	Office of the Chief Administrator
		Departmental Meetings Hold regular departmental meetings	When necessary	Reports and Attendance sheets	Units

CHAPTER SIX

6.0 MEDIA AND COMMUNICATION POLICY

6.1 Introduction

The Judiciary places considerable importance on effective communication. This policy forms part of the Performance Management System and details the principles for ensuring that different programmes and activities adhere to the mandate and core values of the institution.

The Judiciary is committed to ensuring that appropriate procedures are in place to support effective internal and external communications with its various stakeholders. Sound internal communication is one of the vital ingredients in helping the institution to achieve its strategic goals. Effective communication provides clear goals and objectives to ensure that employees support the achievement of the institution's overall vision and mission.

This policy document is segmented into two main sections. The first section contains internal communications guidelines and the second contains external and media relations guidelines.

6.1.1 Legislative Requirements

This Communication and Media Policy is benchmarked against, and should be read in the context of the relevant legislation underpinning the principles against which the Judiciary's policies, processes and standard operational procedures are developed, implemented and maintained. These include:

- i. Constitution of the Republic of Zambia;
- ii. Performance Management System; and
- iii. Government Communication Policy

6.1.2 Purpose

The purpose of this policy is to outline the principles, guidelines, practices and processes that the Judiciary will make use of to enhance internal and external communication. It also defines the Judiciary's relationship and communications with

the news media, and outlines processes for providing information to the news media, in order to protect and enhance the image of the Judiciary.

6.1.3 Scope

This policy applies to all Judiciary permanent staff, contract staff and temporary employees.

This policy includes all forms of communication, including, but not limited to:

- Electronic communication;
- Printed media;
- Publicity information; and
- Statements (written or verbal)

6.2 GUIDING PRINCIPLES

This policy is guided by the following principles:

6.2.1 Authorised spokespersons: Communication with stakeholders and media must be aligned with the Judiciary's official stance and strategy and must only be done by duly authorised spokespersons. Any person not authorised to speak or write on behalf of the Judiciary, when requested by the media, or other stakeholders must decline to comment but refer them to the Corporate Communications Department. Any employee who does not follow this rule may be held personally liable for his/her actions.

Unless guided by the Chief Administrator, the Judiciary's spokespersons are:

1. The Chief Justice
2. The Deputy Chief Justice
3. The Chief Administrator
4. The Deputy Director - Corporate Communications
5. The Chief Registrar
6. Nominated and media trained staff

6.2.2 Responsible individual behaviour: All Judiciary staff should, in their daily work, conduct themselves as representatives and ambassadors of the institution.

Therefore, each member of staff should be committed to preserving and enhancing the Judiciary's reputation. Any illegal or offensive behaviour or statement, including via social media accounts, which could cause damage to the institution, should be avoided. The core values of impartiality, transparency, accountability, proficiency and confidentiality, which underpin the Judiciary mandate, should be reflected in everything employees say or do.

Inside information may only be disseminated through an authorised channel. Each employee should keep any internal information about the Judiciary strictly confidential.

6.2.3 Transparency: The Judiciary is committed to providing the public with clear, accurate and reliable information at all times. The institution seeks to establish close relationships with stakeholders, both internal and external, through regular communication, integrity and transparency.

6.2.4 Two-way communication: The Judiciary believes in clear, accurate and reliable top-down and bottom-up communication through all levels of the institution. Efficient two-way channels of communication ensure that employees understand, are aligned with and help the institution achieve its strategic objectives. The communication with all stakeholders, internal and external, must proceed in line with the institution's official stance and strategy.

6.2.5 Fair and prompt disclosure: The Judiciary recognises the value of communicating institutional-related information in a timely and nonselective manner. Publicly available information should be released to all internal and external stakeholders and to the public simultaneously.

6.2.6 Confidentiality: All Judiciary documentation, correspondence and related information, unless and until publicly available, must be treated as confidential. Non-public information from different stakeholders must also be protected in accordance with legal requirements.

6.2.7 Compliance: This policy should be read in conjunction with the Judiciary Performance Management System.

6.3 STAKEHOLDERS

The Judiciary's communication engagement is directed at both internal and external stakeholders.

6.3.1 Internal Audiences and Communication Types and Methods

Internal audiences include all staff of the Judiciary, whether on temporal engagement, internship or on secondment. Communication is encouraged to ensure that staff remain informed about developments, changes and new policies and regulations that affect the institution.

Internal communication channels include, but are not limited to:

- Emails
- Meetings
- Face-to-face interaction
- WhatsApp
- Memorandums
- Notice boards
- Newsletters
- Electronic platforms
- Social media platforms

6.3.2 External Audiences and Communication Types and Methods

The external audiences include, but are not limited to:

- Official government ministries
- Law enforcement agencies
- The Law Association of Zambia
- Civil Society Organisations
- International Development Agencies
- The Media
- The General Public

External communication channels include, but are not limited to the following:

- Email
- Website
- Social media
- Meetings
- Telecommunications
- Media
- Press releases
- Workshops
- Seminars
- Conferences
- Court sessions
- Open Days.

6.4 RESPONSIBILITIES

All Judiciary staff are responsible for adhering to this policy.

The Judiciary Corporate Communications Department acts as a dissemination centre across a range of communication disciplines.

The scope of responsibilities requires the Corporate Communications Department to provide input, advice and strategic assistance.

The Corporate Communications Department cannot always be solely responsible for the delivery of all communication. The office requires the assistance of all staff across the Judiciary to assist in identifying communication opportunities and gaps, and to escalate this to the Corporate Communications Department or to the Chief Administrator when need arises.

The Information Communication Technology Manager is responsible for the website and its content.

The Corporate Communications Department is responsible for official social media publications and campaigns.

6.4.1 Meetings

Meetings are regularly held with external audiences to facilitate on-going dialogue and coordination in different programmes and activities. These meetings are regulated by keeping an agenda, participant list as well as minutes of meetings for record keeping purposes.

6.4.2 Staff Responsibility

All staff are responsible for the effective management of the Communication and Media Policy.

Judiciary staff should be:

- Aware of the Communication and Media Policy requirements
- Demonstrating the values of the Judiciary in communication
- Demonstrating the principles of good practice in communication
- Responsible for ensuring that communication is effective and appropriately in line with the given standards of communication
- Aware of the various methods of communication and utilise these according to the required scope of work
- Address incidents of poor communication in proactive and constructive ways
- Ensure that information is shared appropriately and in a timely manner.

6.4.3 Supervisory and managerial staff should:

- Ensure that staff members are familiar with the Communication and Media Policy requirements
- Lead by example by ensuring good practice is demonstrated when communicating
- Provide effective and appropriate information and feedback to staff and students (where applicable)
- Reflect on communication standards and practices within their respective divisions/teams and identify opportunities for improvement
- Resolve issues of poor communication that are raised by staff

- Support and promote a culture that encourages inclusion, transparency and involvement in communication
- Ensure that staff have a thorough understanding of the institution’s strategic vision, and the department/team’s role to support these goals through effective communication.

6.5 COMMUNICATION TOOLS

6.5.1 Letterheads

Staff should use the Judiciary official letterhead with caution. An official letterhead must not be used if writing in an individual capacity and not on behalf of the institution. All requests for imprest must be on official letterhead.

6.5.2 Branded Templates

Approved Judiciary branded templates must be used for all documentation and presentations.

No individualised templates reflecting the brand may be used. Refer to the Marketing and Branding Policy for more information.

6.5.3 Email

It is cardinal for all staff to display appropriate email etiquette and best practice when writing emails to prevent privacy breaches or reputational issues for the Judiciary.

6.6 MEDIA RELATIONS

Media relations plays an important role as part of the Judiciary’s strategic planning in positioning the institution as a key element in the administration of justice in the country.

All media engagement should be directed to the Corporate Communications Department or the Chief Administrator upon receiving an enquiry. The Chief Administrator will decide the appropriate response as well as the content of information to be shared.

The Judiciary will use the following methods to engage the media:

- a) **Press Releases and Statements:** Press statements are a form of engagement with media to highlight facts of a particular issue. This will help the Judiciary to prepare materials which it will communicate quickly to media houses regarding any issues it wants to present or clarify to the public.

- b) **Press conferences:** Press releases may often accompany press conferences as a way of ensuring that detailed information is recorded accurately. The Judiciary can engage with the public through press conferences. This can provide an opportunity to remind the public and the media of the existence of the Judiciary and its mandate. It can also allow for any queries that the media may have, to be brought forward, thereby allowing the Judiciary to be proactive rather than reactive.

- c) **Media breakfasts:** Media breakfasts bring different media representatives to engage with the Judiciary in important informative conversations. They are an opportunity for the Judiciary to engage in insightful presentations and provide an insider's look at the operations of the Judiciary. It will also help to establish understanding and mutually beneficial relationships with various media practitioners. Further, the Judiciary will ensure that once a media breakfast is called, all key officials will be available to interact with the media.

- d) **Press queries:** The Judiciary will also engage the media through press queries as a way of interacting with them on various matters of interest. Press queries allow for the public relations staff to consult key staff in the Judiciary before responding to the media.

6.6.1 Official Comment

Any comment on policy, Judiciary position, external liaison or dealings with government bodies is only made by the Chief Administrator.

Should any member of staff be approached on a matter, or become aware of a matter that may be sensitive, or an issue that could be considered contentious with possible reputational risk, they are advised to immediately escalate this to the

Deputy Director - Corporate Communications, who will escalate the matter to the Chief Administrator.

All Judiciary staff should assist the Corporate Communications Department by promptly providing information as and when requested. Staff should inform the Corporate Communications Department quickly of any issues relating to providing the required information.

6.6.2 Media Enquiries

Should a member of staff receive an enquiry from the media, the enquiry has to be sent to the Deputy Director - Corporate Communications, who will escalate the query to the Chief Administrator for decision making.

Should a member of staff be approached by a reporter for comment on a matter concerning the Judiciary, that member of staff should note the reporter's name, organisation the reporter is representing, contact details, topic of discussion or questions and applicable deadlines which should be referred to the Deputy Director - Corporate Communications for further action.

The Communications team shall provide support and direction for all media interviews, ensuring that staff is aware of any sensitivities and general contentious issues that may or may not exist. Only staff who have received media training will give interviews to the media.

6.6.3 Media Monitoring

The Corporate Communications Department should continually monitor the media to proactively mitigate any negative sentiments. All media monitoring reports should be recorded and filed electronically and shared weekly with the office of the Chief Administrator. Except in situations where responding would exacerbate the situation, the Corporate Communications Department will respond to any inaccurate or negative media coverage about the Judiciary and its operations.

6.7 Policy Application

Subject to applicable collective agreements, the Judiciary may take appropriate disciplinary action or legal action if an identifiable employee publishes libelous or inappropriate statements against their co-workers and/or employer in a public forum. This includes remarks made through an online account or profile linked to a personal email address on websites, blogs, and social media networks utilising personal computers, smartphones, or other devices.

Employees should be aware that violating the Judiciary's Code of Conduct by engaging in hostile or unfavorable media interactions could result in disciplinary action. Action up to and including termination may be taken against an employee who contacts or responds to the media without prior authorization from the Corporate Communications Department.

6.7.1 Content Strategy - Use of Voice

In communicating with the public through the media and other communication channels, it is important to speak to stakeholders in an approachable, friendly and easy to read and understand language. This policy dictates that this approach is adopted in all social media, traditional media, and web communications and other communiques.

6.7.2 Policy Updates

Regular review and any amendments of this policy will be done by the Public Relations Committee.

CHAPTER SEVEN

7.0 CRISIS COMMUNICATION POLICY

A crisis is any situation that threatens the integrity or reputation of the institution. Challenges to the Judiciary's reputation may come in various forms. The Judiciary Crisis Communication Policy sets out the principles and the steps to be followed in order to manage communications in the event of a crisis. The Judiciary is committed to taking a preemptive approach to crisis events in order to mitigate crisis, or serious negative repercussions and maintain a reputation of integrity and impartiality in its operations.

Aim and Objectives

This crisis communication policy offers the Judiciary a framework for functioning during a crisis and to standardise communications activities during such events.

The objectives of this Crisis Communications Policy are:

- To formulate and channel accurate information to internal and external audiences during a crisis;
- To ensure that targeted audiences receive crisis-related information through the most efficient, expedient channels;
- To take preventative steps ahead of predictable crises to avoid communication gaps during an emergency;
- To create a plan that is adaptable and can be used for making necessary announcements of critical, often sensitive, information to the media and the public.

Crisis Communication Team

The Advisory Committee of Public Relations will manage crisis communication functions and may also constitute into the Crisis Communication Team. The team will be composed of, among others:

- a) The Chief Administrator;
- b) The Chief Registrar; and

c) The Deputy Director - Corporate Communications (Secretary)

The Crisis Communication Team will ensure that it prevents misinformation and delayed responses during times of crisis. It will also maintain close contact with the media in order to provide the timeliest, correct, and accurate responses and messages.

Guiding Principles

The Judiciary's crises communication policy will be guided by the following principles:

- a) All crises or potential crisis situations should be immediately reported to the Chief Administrator;
- b) Only the Chief Administrator and the PR Officer are authorised to release information to, and interact with, the media;
- c) The Chief Administrator may authorise other members of staff, on an ad hoc basis, to release information to, and interact with, the media;
- d) All questions from the media should be directed to the PR Officer. The PR Officer will reply to such questions, within reasonable time, after getting approval from the Chief Administrator;
- e) All replies will be guided by the values of transparency and proficiency;
- f) In case of a serious crisis situation and potentially serious crisis situation, the Chief Administrator will notify the Senior Management Team and the Chief Justice within 24 hours.

Crisis Communication Plan

The following steps aim to help manage communications in the event of a crisis:

1. **Pre crises preparations:** Relevant staff and the Crisis Communication Team will be oriented to deal with a communication crisis situation.
2. **Safety:** In the event of a crisis, the first objective is to ensure safety of all staff members.
3. **Notification:** The Chief Administrator will be notified of the crisis immediately. The PR Officer should also be notified and kept informed on developments.

4. The Chief Administrator will notify the Crises Communication Team and, if need be, the Senior Management Team and the Chief Justice.
5. The front desk staff and security personnel will also be informed on how to handle enquiries from visitors.
6. The Crisis Communications Team will convene, review the situation, and quickly develop a strategy which will include a line to take.
7. **Response Strategy:** The Crisis Communication Team will come up with a response strategy. Before doing, so it will assess the situation by looking into the following issues:
 - a) Determine the exact facts, and in this process it may interview relevant staff members;
 - b) Devise actions which need to be taken;
 - c) Decide which staff members need to be involved in the response;
 - d) The level of public interest and how to interact with the public;
 - e) Potential ramifications;
 - f) Emotions which need to be taken into consideration;
 - g) Which media will be contacted;
 - h) Look into whether all staff need to be informed and how they will be informed;
8. **Line to Take:** The Crisis Communication Team will come up with a line to take which is to be used by the spokesperson and/or the person which will be in contact with the external audience. The line to take will be clear, factual, easy to understand and accurate. In case the Judiciary is at fault, it will recognise this and immediately find ways to remedy the situation. The Crisis Communication Team should also decide if a press release is needed. Should this be the case, the PR Officer will draft such a press release and present it to the Crisis Communications Team. The crisis communication team should also think of possible questions and answers, factsheets, and background notes which might be needed to ensure effective delivery of the message.
9. **Internal Communication:** As soon as possible, the Chief Administrator or a designated, will communicate information regarding the crises to the staff of the Judiciary.

- 10. External Communications:** If deemed necessary a press release (or a number of press releases) will be issued. The press release will be distributed to the media through normal channels and will be posted on the website. The PR Officer will remain available for clarifications or questions from the media. The PR Officer will also make strategic contacts with members of the media to ensure that the message is delivered in a clear, efficient and timely manner. The PR Officer will also be responsible for the continuous and timely updating of the information released to the media.
- 11. Post Crisis Evaluation:** Once a crisis has passed, the Crisis Communication Team will meet for a post crisis evaluation. This evaluation will include:
- Establishing the origins of the crisis, ways to avoid similar instances in the future;
 - Analysis of strengths and weaknesses of crisis-related actions;
 - Recommendations for improving the crisis response system;
 - Timelines for adopting improvements.

This report will be reviewed and sent to Senior Management Team with recommendations for updating and/or improving the process.

CHAPTER EIGHT

SOCIAL MEDIA POLICY

Social media has become an essential tool for communication activities. The interactive nature of Facebook, Twitter and other social media provides a wide array of opportunities to connect and interact with stakeholders that could not have been reached with traditional media. The Judiciary recognises the limits and risks of social media, and how it can affect the institution's reputation, public image, and core values. Therefore, the Judiciary has created this social media policy to lay out a framework of tested social media guidelines and protocols.

Purpose

The purpose of this social media policy is to:

- a) outline the social media guidelines and protocols of the institution;
- b) define the rules that apply to both institutional and personal social media use;
- c) to explain the institution's disciplinary action process for policy violations.

Responsibilities

The staff that are responsible for representing the institution on social media are required to uphold the institution's core values and reputation. Consequently, the Judiciary expects all staff to remain fair, professional, and polite to any Judiciary stakeholders.

Any member of staff who operates a social media account or who uses their personal social media accounts at work or at home has some responsibility for implementing this policy. The same high standards of conduct and behaviour generally expected of public servants also apply when participating online through social media.

However, the following people have key responsibilities:

- a) The Deputy Director - Corporate Communications or designate is ultimately responsible for ensuring that the Judiciary uses social media safely, appropriately and in line with the institution's mandate.

- b) The ICT department is responsible for providing apps and tools to manage the institution's social media presence and track any key performance indicators. They are also responsible for proactively monitoring for social media security threats.
- c) The Deputy Director - Corporate Communications is responsible for working with the social media manager or designate to roll out publicity ideas and campaigns through social media channels.
- d) The Corporate Communications Department or designate is responsible for ensuring requests for assistance and support made via social media are followed up and feedback is provided.

Social Media Guidelines

These following guidelines can help staff of the Judiciary avoid the most frequent errors regardless of which social networks they use:

- a) Avoid speaking on and/or posting about subjects outside of the institution's competence;
- b) Be thoughtful and polite. Observe social media etiquette. Avoid posting and/or sharing offensive, discriminatory, and/or false information;
- c) Correct or delete incorrect and/or misleading content;
- d) Reply to all comments in a timely manner;
- e) Adhere to the institution's confidentiality agreement and anti-discriminatory policy;
- f) Beware of security threats. All members of staff must stay alert to social engineering, spam, malware and phishing attempts. Strong passwords should be used to safeguard the Judiciary's social media accounts, and only authorized personnel should have access to them.

Personal Use of Social Media

While the Judiciary recognises that staff may not be prohibited from posting personal opinions and content on private accounts, the institution expects its staff to uphold the highest level of respect and adhere to the institution's code of conduct and values.

Therefore, when engaging with stakeholders on social media, whether in personal or work capacity, staff of the Judiciary:

- a) Must not overlook job obligations and deadlines due to excessive use of social media in the workplace;
- b) Must not use a work email address to register personal social media accounts;
- c) Must not make comments that are unlawful, obscene, defamatory, threatening, harassing, discriminatory or hateful to, or about work, colleagues, peers or stakeholders;
- d) Must avoid making comments or judgments about specific issues that are currently in court;
- e) Must avoid making personal judgments about how Judges arrived at a particular ruling;
- f) Not represent or speak on behalf of another legal entity or representatives;
- g) Make clear that any views expressed are their own, and not those of the Judiciary. However, this will not stop them from breaking the code.

Disciplinary Action

If a member of staff of the Judiciary does not follow the guidelines set out in this social media policy, the Judiciary management will have grounds to take disciplinary action.

Each offense or policy violation will be thoroughly investigated by the Human Resource Director before disciplinary action is finalised. Disciplinary action may include a reprimand, written warning, and/or termination.

In cases where it is appropriate, the Judiciary will report violations of this policy to the police or other law enforcement agencies.