

DRAFT COMMUNICATION STRATEGY and TERMS OF REFERENCE TO COMMUNICATION SPECIALIST

Draft – Version 2 : 10 October 2016

1. BACKGROUND

The Law Society of Namibia (LSN) is a statutory regulatory body of legal practitioners. It also serves a dual function as being a representative body of the legal profession. The LSN, with co-sponsorships from the Legal Practitioners' Fidelity Fund (FF) and Namibia Legal Practitioners' Trust (NLPT), has commenced a comprehensive Change Project. A steering committee (StC) consisting of LSN councillors was established by the LSN Council to drive this project. The project is estimated to run over one year commencing in September 2016.

This project aims to critically assess all aspects of the legal profession in Namibia and to propose changes to ensure the profession remains relevant, responsive to the Namibian society and maintains international standards and best practices.

The overall objective of the project is:

“Through a credible and transparent process, and after obtaining sufficient stakeholder input and appropriate research, to design innovative, sustainable and practical recommendations for change and possible amendment of laws governing all aspects of the legal profession and operations of its regulator to ensure a proactive, trusted and relevant legal profession in Namibia”.

A key success factor for this project is the communication with stakeholders. A material risk identified in the risk management plan is the following:

Risk	Causal Factors	Impact on Project
We do not portray the appropriate message around the Change Project to stakeholders.	<ol style="list-style-type: none"> 1. There may be preconceived bias against the regulator for various reasons. 2. Time constraints in formulating the appropriate message. 3. Natural resistance to change within the profession. 4. Traditional disregard for communication from the regulator, especially if voluminous of nature. 	<ol style="list-style-type: none"> 1. Distrust of the object of the project. 2. Lack of input from stakeholders. 3. Resistance to support the final recommendations.

It is vital that the project's communication strategy is sound and followed from the start. For this purpose the project will employ a consultant to design and oversee the execution of the project's communication strategy. This document for now serves as a draft **communication strategy**, as well as the **Terms of Reference** for the appointment of a communications specialist.

Once appointed the communication specialist will be responsible for reviewing and implementing this strategy, provided that the main objectives and principles on which our communications are based will not be reduced.

2. **OBJECTIVES**

The project will entail extensive communication with a wide range of stakeholders. Stakeholders must receive **sufficient information** to provide informed and meaningful input to be assessed and translated into recommendations for change. Our communication must have the following objectives (in no specific order):

- 3.1. Sufficient information must be provided to enable stakeholders to provide meaningful input;
- 3.2. Our communication must at all times be professional;
- 3.3. Our communication must instill trust in the LSN and the Change Project;
- 3.4. Our communication must instill ownership in the project amongst all stakeholders;

- 3.5. Our communication must motivate participation;
- 3.6. Our communication must always provide a feedback and support mechanism;
- 3.7. Our communication must ensure that sufficient and meaning feedback is obtained.

We will follow these **broad principles** in our communication with stakeholders:

Information and communication must be -

- ✓ COMPLETE,
- ✓ TIMELY,
- ✓ RELEVANT,
- ✓ ACCURATE,
- ✓ HONEST and
- ✓ ACCESSIBLE

3. STAKEHOLDERS

Apart from the LSN and general public the following stakeholders were identified. These stakeholders must be engaged on different levels ranging from one-on-one in-depth consultations (to be done by the data collection / survey team) to only being continuously informed.

3.1 Regulated Profession

- 3.1.1 Law Society of Namibia (LSN)
- 3.1.2 Legal Practitioners' Fidelity Fund (LPFF)
- 3.1.3 Statutory Disciplinary Committee (LPDC)
- 3.1.4 Admitted Legal Practitioners practicing with FFCs (FFC)
- 3.1.5 Admitted Legal Practitioners practicing with Exemption Certificates (Exempt)
- 3.1.6 Admitted Legal Practitioners not practicing (NonPrac)

3.2 Judiciary and Judicial Management

- 3.2.1 Honourable Chief Justice (CJ)
- 3.2.2 Honourable Judge President (JP)
- 3.2.3 Registrars of the High Courts (Reg)

3.2.4 Magistrates' Commission (MagCom)

3.2.5 Clerks of the Lower Courts (CLC)

3.3 Government and Law Enforcement

3.3.1 Ministry of Justice (MJ)

3.3.2 Office of the Attorney General (AG)

3.3.3 Office of the Prosecutor General (PG)

3.3.4 Legal Aid (LA)

3.3.5 Master of the High Court (Mast)

3.3.6 Deeds Office (DO)

3.3.7 Law Reform and Development Commission (NLRDC)

3.3.8 Office of the Ombudsman (OO)

3.3.9 Namibian Police (NAMPOL)

3.4 Educational Sector

3.4.1 Board for Legal Education (BLE)

3.4.2 University of Namibia (UNAM)

3.4.3 Namibian University of Science and Technology (NUST)

3.4.4 Justice Training Centre (JTC)

3.4.5 UNAM Legal Aid Clinic (Clinic)

3.4.6 Namibia Qualifications Authority (NQA)

3.5 Civil Society

3.5.1 Legal Assistance Centre (LAC)

3.5.2 Namibia Legal Practitioner's Trust (NLPT)

3.5.3 Law Society Rule of Law Trust (RLT)

3.5.4 Society of Advocates (SA)

3.5.5 Namibia Law Association (NLA)

3.5.6 Black Caucus (BC)

3.5.7 Paralegal Interest Group (PLIG)

3.6 Other

3.6.1 Clients / Beneficiaries of Legal Services (Clients)

- 3.6.2 Namibian Competition Commission (NaCC)
- 3.6.3 Institute for Chartered Accountants (ICAN)
- 3.6.4 Public Accountants and Auditors Board (PAAB)
- 3.6.5 National Commission on Science, Research and Technology (NCRST)
- 3.6.6 Media

4. STRATEGY

We will plan our communication efforts meticulously, after consultation with the communications expert, to ensure that the “message” will achieve our communication objectives and provide sufficient time for feedback. We shall not put stakeholders under pressure, but rather manage the pressure originating from project deadlines within.

We will ensure there is a reliable and efficient feedback system in place.

The StC will timeously be informed of any challenge in our communication with stakeholders, especially if such challenge may affect any deadline as per the project plan.

We will keep our public (printed media) communications low key. We will not place full page colour advertisements, but rather use discrete and succinct advertisements conveying only necessary information.

Our communication with stakeholders will be executed in the following phases:

4.1 Announcement: Stakeholders will be informed of the Change Project. This communication must set the tone for communications to follow and at this stage already be sufficiently informative and inspirational. It will be at this point already that most stakeholders will form an initial perception of the project. We want the initial perception to be positive, trusting and motivated to participate and provide meaningful feedback. At this stage stakeholders should be provided with at least the following:

- 4.1.1 The objects / reasons for the project,
- 4.1.2 The broad timeframe of the project phases,
- 4.1.3 The importance and benefit of wide and meaningful participation,
- 4.1.4 The methodology to be followed to obtain input,
- 4.1.5 The mechanisms for providing input and feedback.

4.2 Data Collection: Focused communication will be used in the data collection process. Again, the message communicated here must inspire stakeholders to participate and own the process. As it is envisaged that several follow-up communications will be required to get people to provide the requested input, we shall keep our communication professional and friendly but firm enough to entice participation. Data collection methodologies should strike a balance between ease of providing input and obtaining detailed and meaningful input.

4.3 Workshops: The project involves several workshops. Communication around these workshops must be sufficiently informative and inviting to secure excellent participation.

4.4 Feedback: Feedback must be provided to stakeholders, and stakeholders identified for information sharing must receive timely and informative information.

4.5 Finalization: Communication on the final recommendations is crucial. All stakeholders must understand and personally associate with the final recommendations and especially recognize that their input was considered in order to support the recommendations going forward.

5. MEDIUM

Apart from interviews in the data collection process and workshops, written communication will be the main mode of communicating with stakeholders. Subject to the advice of the communication expert this may include focused letters, general news / informative letters, website updates (and perhaps a portal

for feedback), possibly social media, technological support tools such as a smartphone application, and possibly newspaper articles.

6. TERMS OF REFERENCE FOR COMMUNICATIONS EXPERT

The following shall form the terms of reference for the communications expert, subject to the written contract to be entered into with such consultant:

- 6.1. The consultant shall design a detailed communication strategy and plan in order to reach the project's communication objectives, and the objectives of the project as a whole.
- 6.2. The consultant shall assist the project manager and steering committee to set the tone of communication and edit communication to ensure that all external communication conforms to the communication strategy.
- 6.3. It is envisaged that the communication expert will be required for a total of 100 consulting hours until the winding up of the project.
- 6.4. The consultant will report to the project manager, or as per the direction of the steering committee on specific tasks, directly to the steering committee.
- 6.5. The scope of work is subject to a written agreement and such work as agreed upon between the LSN and the consultant at any later stage.

7. EXPRESSION OF INTEREST

The Expression of Interest should include the following documents / information:

- Proposed methodology to be followed
- Consultant / firm profile
- CVs of consultant(s)
- Specific detail on similar projects / related work done
- Fees & costs

Deadline for submission: 21 October 2016 at 12:00

Delivery: Via Email at eben@isgnamibia.com

Contact details:

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