



ICT STRATEGY FY2015/2016 – FY2019/2020

e - Justice for All

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March 2016



THE JUDICIARY

VISION

Justice for All.

MISSION

**To be an Independent, Competent, Trusted and Accountable
Judiciary that administers Justice to All.**

VALUES

INDEPENDENCE AND IMPARTIALITY

The Judiciary will ensure that it operates freely in its own best judgment, without taking directives from, or being controlled by any person or authority.

TRANSPARENCY

The Judiciary will be open at all times in dealing with all partners in the administration of justice, documenting its operations and freely disseminating information. The Judiciary will endeavor to win the confidence and trust of all Ugandans and the international community through the quality of its services.

PROFESSIONALISM

The Judiciary will endeavor to have well-trained, professionally competent and self-confident staff that will administer justice to all.

INTEGRITY

The Judiciary will carry out its activities in an honest and truthful manner, and will take all reasonable measures to prevent willful wrongdoing by its officials.

ACCOUNTABILITY

The Judiciary will take full responsibility for its actions, and will always be answerable to the people of Uganda and to its partners.

EQUALITY AND RESPECT

The Judiciary will uphold the principles of equality, equal opportunities and affirmative action in respect to gender and other disadvantaged groups.

TOP MANAGEMENT



HON. JUSTICE BART M. KATUREEBE,
Chief Justice of Uganda



HON. STEVEN S.B. KAVUMA,
Deputy Chief Justice



**HON. DR. YOROKAMU
BAMWINE,**
Principal Judge



**MR. GADENYA PAUL
WOLIMBWA,**
Chief Registrar, Judiciary



**MR. KAGOLE
EXPEDITO KIVUMBI,**
Permanent Secretary/
Secretary to the
Judiciary

TABLE OF CONTENTS

LIST OF TABLES	IV
LIST OF FIGURES	IV
LIST OF ACRONYMS	V
GLOSSARY	VII
FOREWORD	VIII
ACKNOWLEDGEMENTS	IX
EXECUTIVE SUMMARY	X
1.0 INTRODUCTION	1
1.1 THE JUDICIARY OF UGANDA.....	1
1.2 THE SECOND NATIONAL DEVELOPMENT PLAN (NDPII) - 2015/2016 – 2019/2020	3
1.3 THE NATIONAL IT POLICY 2012.....	3
1.4 THE NATIONAL E-GOVERNMENT POLICY FRAMEWORK 2011.....	3
1.5 THE NATIONAL SECTOR ICT STRATEGY AND INVESTMENT PLAN 2015 – 2020.....	4
1.6 THE JUDICIARY ICT VISION AND MISSION	4
1.6.1 Vision	4
1.6.2 Mission	4
2.0 ICT APPLICATIONS BEST PRACTICES IN THE BENCHMARKED JUDICIARIES.....	5
2.1 GOVERNMENT OF WESTERN AUSTRALIA.....	5
2.2 CANADA	5
2.3 INDIA	6
2.4 SINGAPORE	6
3.0 THE JUDICIARY ICT ACHIEVEMENTS.....	8
4.0 REVIEW OF THE JUDICIARY ICT STRATEGY 2009 – 2013.....	11
4.1 ICT STRATEGY 2009 – 2013 IMPLEMENTATION STATUS	13
4.2 COMMENTS ON THE ABOVE PERFORMANCE.....	13
5.0 JUSTIFICATION FOR DEVELOPING THE JUDICIARY ICT STRATEGY FY2015/2016 – FY2019/2020.....	15
5.1 ENVISAGED COST REDUCTION IN THE ADMINISTRATION OF JUSTICE.....	15
5.2 ADOPTION OF NEW TECHNOLOGIES	18
5.3 USE OF ICTS IN THE FIGHT AGAINST CORRUPTION.....	18
5.4 SITUATION ANALYSIS.....	20
6.0 STRATEGIC DIRECTION.....	22
6.1 STRATEGIC CONTEXT AND RATIONALE.....	22
6.2 SPECIFIC OBJECTIVES OF THE ICT STRATEGY 2015 - 2020	24
6.3 THE JUDICIARY ICT STRATEGY 2015 – 2020 MAP.....	24
7.0 THE JUDICIARY ICT STRATEGY 2015 – 2020	27

7.1 PILLAR 1:	ENABLING REGULATORY ENVIRONMENT	28
7.1.1	Strategic Program 1: Review of the Judiciary ICT Policy.....	28
7.1.2	Strategic Program 2: Amend the Evidence Act and the Criminal Procedure Code for e-Evidence via Video Link Technology.....	28
7.1.3	Strategic Program 3: Laws to Support Court Recording and Transcription.....	28
7.1.4	Strategic Program 4: Revise existing Laws to Support Electronic Filing.....	29
7.1.5	Strategic Program 5: Develop a Back Up, Disaster Recovery and Business Continuity Strategy.....	29
7.1.6	Strategic Program 6: Laws to Paperless Judiciary.....	29
7.2 PILLAR 2:	ADEQUATE MANAGEMENT INFORMATION SYSTEMS	30
7.2.1	Strategic Program 1: Map the Case Flow Process.....	31
7.2.2	Strategic Program 2: Re-Engineer the Court Case Administration System (CCAS).....	31
7.2.3	Strategic Program 3: Implement E-Filing.....	33
7.2.4	Strategic Program 4: Digitization of Court Records / Develop and Implement a Document Management System (EDMS) including e-Archiving.....	33
7.2.5	Strategic Program 5: Roll-out Digital Court Recording and Transcription Systems.....	34
7.2.6	Strategic Program 6: Roll-out Video Conferencing System.....	34
7.2.7	Strategic Program 7: Install Digital Evidence Presentation Systems (DEPs).....	35
7.2.8	Strategic Program 8: Develop a Two Way USSD/SMS Solution.....	36
7.2.9	Strategic Program 9: Develop and Implement Biometric Time Attendance System.....	37
7.2.10	Strategic Program 10: Develop an E-Library and Searchable Catalogue.....	37
7.2.11	Strategic Program 11: Mobile Internet Service (Modems) for distant Courts.....	38
7.2.12	Strategic Program 12: Unified Communications System (UC).....	38
7.2.13	Strategic Program 13: Settlement of Court Fees using Mobile Money.....	39
7.2.14	Strategic Program 14: E-Justice Portal.....	39
7.2.15	Strategic Program 15: Implement Enterprise WI-FI Solution for the Appellate Courts.....	40
7.2.16	Strategic Program 16: Implement Cloud Computing for the Appellate Courts.....	40
7.2.17	Strategic Program 17: Implement Electronic Display Boards at all the Appellate Courts.....	41
7.2.18	Strategic Program 18: Popularize the Use of Uganda Legal Information Institute (ULII).....	42
7.2.19	Strategic Program 19: Install a Closed-Circuit Television (CCTV) Surveillance System.....	42
7.3 PILLAR 3:	RELIABLE HARDWARE INFRASTRUCTURE	43
7.3.1	Strategic Program 1: Provide adequate Desktop Computers.....	43
7.3.2	Strategic Program 2: Provide all Judicial Officers with Laptop Computers.....	44
7.3.3	Strategic Program 3: Provide LAN/WAN connectivity between all Judiciary Locations.....	45
7.3.4	Strategic Program 4: Carryout Repairs and servicing of ICT Systems including computers.....	45
7.3.5	Strategic Program 5: Maintenance of Judiciary ICT Infrastructure, Systems and Support Services.....	46
7.3.6	Strategic Program 6: Upgrade the Judiciary LAN/WAN Infrastructure.....	46
7.3.7	Strategic Program 7: Provide Solar Energy to Court Stations.....	47
7.4 PILLAR 4:	ADEQUATE SOFTWARE PLATFORMS AND TOOLS	47
7.4.1	Strategic Program 1: Acquisition of Application and Operating Software.....	48
7.4.2	Strategic Program 2: Software Upgrades.....	48
7.4.3	Strategic Program 3: Open Source Software.....	49
7.5 PILLAR 5:	SECURITY OF ICT SYSTEMS	49
7.5.1	Strategic Program 1: Carry out ICT Forensic Audit and Recommendation.....	50
7.5.2	Strategic Program 2: Ensure Physical Security of Server Rooms.....	50
7.5.3	Strategic Program 3: Conduct ICT Security Awareness Training.....	51
7.5.4	Strategic Program 4: Set-Up and Operationalize the Backup and Disaster Recovery Site.....	51
7.6 PILLAR 6:	HUMAN RESOURCE	52
7.6.1	Strategic Program 1: Establish and Appropriate Organizational Structure for the ICT Function.....	52
7.6.2	Strategic Program 2: Develop and Implement ICT Training Program for the ICT Professional Staff.....	53
7.6.3	Strategic Program 3: Develop and Implement ICT Training for all Staff.....	54
7.6.4	Strategic Program 4: Research, Innovation and Skills Development.....	55
7.7 PILLAR 7:	STATISTICAL AND MANAGEMENT RESOURCES AND CAPABILITIES	56

7.7.1	Strategic Program 1: Significantly increase reporting potential on Judiciary Court Performance	56
7.8	PILLAR 8: SPONSORSHIP AND SUPPORTIVE DECISION MAKING	57
7.8.1	Strategic Program 1: Ensure adequate financing for execution of the ICT Strategy through increments in ICT Budget and Development Partners.	57
7.8.2	Strategic Program 2: Transport for ICT Department	58
7.9	PILLAR 9: ANALYTICAL, DEVELOPMENT AND IMPLEMENTATION METHODOLOGIES	59
7.9.1	Strategic Program 1: Establish Business Process Analysis Methodologies Established by NITA-U.....	59
7.9.2	Strategic Program 2: Develop Software Applications in accordance with the Technical Standards	59
8.0	IMPLEMENTATION MECHANISM	60
8.1	GOVERNANCE OF ENTERPRISE IT	60
8.2	MONITORING AND EVALUATION FRAMEWORK	61
8.3	IMPLEMENTATION RISK AND THEIR MITIGATION MEASURES.....	62
8.4	CRITICAL SUCCESS FACTORS	63
9.0	INVESTMENT AND IMPLEMENTATION WORK PLAN	64
9.1	FUNDING FRAMEWORK OF THE STRATEGY	64
9.2	COST OF THE JUDICIARY ICT STRATEGY 2015 - 2020.....	64
9.3	FINANCING STRATEGY FOR THE JUDICIARY ICT STRATEGY 2015 - 2020	65
9.3	IMPLEMENTATION WORK PLAN	67
10.0	ICT STRATEGY LOGICAL FRAMEWORKS	73
10.1	PILLAR 1 LOGICAL FRAMEWORK (LOGFRAME)	73
10.2	PILLAR 2 LOGICAL FRAMEWORK (LOG-FRAME).....	74
10.3	PILLAR 3 LOGICAL FRAMEWORK (LOG-FRAME).....	83
10.4	PILLAR 4 LOGICAL FRAMEWORK (LOG-FRAME).....	86
10.5	PILLAR 5 LOGICAL FRAMEWORK (LOG-FRAME).....	88
10.6	PILLAR 6 LOGICAL FRAMEWORK (LOG-FRAME).....	90
10.7	PILLAR 7 LOGICAL FRAMEWORK (LOG-FRAME).....	92
10.8	PILLAR 8 LOGICAL FRAMEWORK (LOG-FRAME).....	92
10.9	PILLAR 9 LOGICAL FRAMEWORK (LOG-FRAME).....	94
APPENDICES.....	95

LIST OF TABLES

Table 1:	Judiciary ICT Achievements since 1995	8
Table 2:	Status of Projects that were scheduled for the period 2009-2013	11
Table 3:	Cost-Benefit Analysis of Two Strategic Programs	17
Table 4:	The SWOT Analysis	20
Table 5:	The Specific Objectives of the Judiciary ICT Strategy 2015 - 2020	24
Table 6:	Strategy Implementation Risk and their Mitigation Measures.....	62
Table 7:	Strategy Implementation Work Plan	67

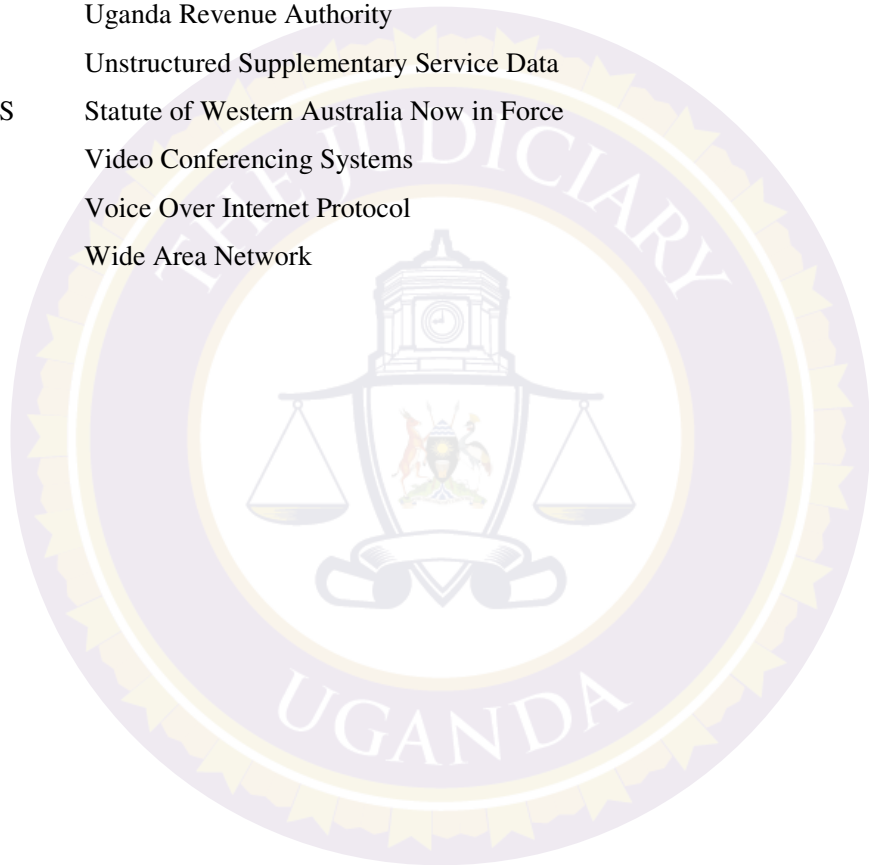
LIST OF FIGURES

Figure 1:	Level of the 5-Year Project Implementation.....	13
Figure 2:	Budgetary Nature of the 5-Year Projects	13
Figure 3:	Large Volumes of Physical Case Files in Court	15
Figure 4:	e-Court Room Environment.....	18
Figure 5:	Value Chain Model for ICT Service provision in the Judiciary	26
Figure 6:	Pillars of the Judiciary ICT Strategy 2015 - 2020	27
Figure 7:	The Phases of the CCAS Re-Re-Engineering Process	32
Figure 8:	DEPs in a US Court Room	36
Figure 9:	Cloud Computing Infrastructure.....	41
Figure 10:	Proposed ICT Function Structure.....	53
Figure 11:	Judiciary's Areas for Research and Innovation	55
Figure 12:	Map of Uganda Showing the High Court Circuit Locations	58
Figure 13:	COBIT 5 Implementation Life Cycle as adopted from ISACA	61
Figure 14:	Financial Requirement per Pillar	65
Figure 15:	Budgetary Requirement (Recurrent & Development) per Financial Year	65

LIST OF ACRONYMS

AP	Access Point
CCAS	Court Case Administration System
CCNA	Cisco Certified Network Associate
CCNA	Cisco Certified Network Professional
CCTV	Closed Circuit Television
CINCH	Connectors for audio and video equipment
CIS	Computer Inventory System
CISSP	Certified Information Systems Security Professional
CMS	Court Management System
COBIT	Control Objectives for Information and related Technology
COJ	Courts of Judicature
CRTS	Court Recording and Transcription System
DEPs	Digital Evidence Presentation Systems
DPP	Directorate of Public Prosecution
EDMS	Electronic Document Management System
EFS	Electronic Filing System
FAM	Fixed Assets Management
GUI	Graphic User Interface
HRIS	Human Resource Information System
ICT	Information and Communications Technology
IDS	Intrusion Detection Systems
IGG	Inspector General of Government
IT	Information Technology
ITIL	Information Technology Infrastructure Library
ITPMM	Information Technology Project Management Methodology
JLOS	Justice, Law and Order Sector
LAN	Local Area Network
LMS	Library Management System
MCITP	Microsoft Certified Information Technology Professional
MIS	Management Information Systems
NDP	National Development Plan
NITA-U	National Information Technology Authority – Uganda

OS	Operation System
PDA's	Personal Digital Assistants
PITO	Principal Information Technology Officer
PPP	Public Private Partnership
RF	Radio Frequency
SITO	Senior Information Technology Officer
SMS	Short Messaging System
SSS	Summary Statistics System
URA	Uganda Revenue Authority
USSD	Unstructured Supplementary Service Data
SWANS	Statute of Western Australia Now in Force
VCs	Video Conferencing Systems
VoIP	Voice Over Internet Protocol
WAN	Wide Area Network



GLOSSARY

Term/Word	Description
Anti-Sperm	Any software, hardware or process that is used to combat the proliferation of sperm or to keep spam from entering a system.
e	The prefix “e” stands for “electronic” and refers to information technologies, business and almost anything connected to or transmitted over the internet. Some examples of its use include eCommerce, e-Education, e-Government, e-Payments, e-Tourism etc.
Information Security	The processes and methodologies which are designed and implemented to protect print, electronic or any other form of confidential private and sensitive information or data from unauthorised access, use, misuse, disclosure, destruction, modification or disruption.
Mobile devices	A mobile device (also known as a handheld computer or simply a handheld) is a small, handheld computing device, typically having a display screen with touch.
Sperm	Disruptive messages, especially commercial messages posted on a computer network or sent as e-mail.



FOREWORD

The Judiciary Information and Communication Technologies (ICT) Strategy 2015-2020 is intended to provide a framework for a more coordinated and user driven focus on the use of ICT systems, as part of enabling the Judiciary development objectives, efficiency and effectiveness in the administration of justice. The ultimate goal of the strategy is a systematic ICT development and deployment within the Judiciary as a tool to facilitate the implementation of the strategic programs to achieve e-justice. The strategy sets specific goals and targets whose achievement will not only deliver better services to citizens, but will also result into efficiency in the delivery of services while enabling many new types of services to be created as part of the e-Justice development.

Effective ICT Management requires people to deploy the right technology in the right way for the right reasons, commonly referred to as “people, process and technology”. This Strategy explores these themes with a view to arriving at the best possible fit to ensure it is achieved. The strategy is a result of considerable effort made by a number of stakeholders working groups in which the opportunities and challenges facing the deployment of ICT in the Judiciary, the Justice, Law and Order Sector (JLOS) and some other justice jurisdiction in the world at large were explored. I would like to thank all that were involved for their valuable inputs.

I now look forward to the delivery of commitments contained in this Strategy. The Judiciary can achieve a more integrated approach to the development and management of ICTs as the Uganda Judiciary and the Justice, Law and Order Sector (JLOS) strive to achieve their missions, goals and business strategies.

For God and My Country.



Hon. Mr. Bart M. Katureebe
Chief Justice of Uganda.

ACKNOWLEDGEMENTS



The development of this Judiciary ICT Strategy for the period FY2015/2016 – FY2019/2020 has been through a rigorous consultative process and cordial working relationship between; The Judiciary ICT/Law Reporting Committee, the Judiciary ICT Strategy FY2015/2016 – FY2019/2020 Task Force, the major stakeholders in the JLOS and ICT Sectors and Suppliers of Judicial ICT Systems. (**Refer to the lists in the Appendix**).

I would like to take this opportunity to acknowledge the valuable input made by the Judiciary Top Management including the Hon. The Chief Justice, the Hon. The Deputy Chief Justice, the Hon. The Principal Judge, Chief Registrar and Secretary to the Judiciary.

The input by the members of the Judiciary ICT/Law Reporting Committee and the Judiciary ICT Strategy FY2015/2016 – FY2019/2020 Task Force, is also highly appreciated. The close working relationship and support by staff from of the Judiciary ICT Department cannot be over understated. Their support and technical input contributed greatly to the development of this Strategy.

Finally, the input by other key stakeholders including the JLOS Secretariat, JLOS Institutions, Ministry of ICT and National Guidance, National Information Technology Authority – Uganda (NITA-U), Educational Institutions of higher learning, Suppliers of Judicial ICT Systems that showed case their products at the Workshop, citizens, among others, is also greatly acknowledged.

A handwritten signature in black ink, appearing to read 'Geoffrey Kiryabwire'.

Hon. Mr. Justice Geoffrey Kiryabwire
Justice of the Court of Appeal/Constitutional Court
Chairman, Judiciary ICT/Law Reporting Committee.

EXECUTIVE SUMMARY

Introduction

The Constitutional Mandate of the Judiciary is provided for in Article 126 of the Constitution of Uganda, 1995. “Judicial power is derived from the people and shall be exercised by the courts established under this constitution in the name of the people and in conformity with law and with the values, norms, and aspirations of the people”. Article 127 asserts the independence of Judiciary: In the exercise of Judicial powers the courts shall be independent and shall not be subject to the control or direction of any person or authority. The Courts of Judicature comprise of Supreme Court, Court of Appeal/Constitutional Court, High Court, and subordinate courts (including Magistrate’s Courts, Khadhi Courts, Local Council Courts).

The Judiciary ICT Strategy 2015 – 2020 has been aligned to; the 2nd National Development Plan (NDP II), the National IT Policy 2012, the National e-Government Policy Framework 2011 and the National Sector ICT Strategy and Investment Plan 2015 – 2020.

The Judiciary ICT Vision is “E-Justice for All” and Mission is “To design, develop, operate and maintain comprehensive and integrated ICT services needed to support the efficiency and transparency provision of judicial services in Uganda”.

ICT Applications best practices in the Benchmarked Judiciaries

ICTs have been used for various application in the administration of justice. In countries benchmarked like Western Australia, Canada, India, Singapore, ICTs have been used for; case management, digitization of courtroom processes, electronic filing, storage and handling of archival information, development and search of electronic judicial databases, judgement processing, electronic transcription systems etc.

Judiciary ICT Achievements

Since 1995, the Judiciary embraced the use of ICTs in the administration of justice. Tremendous achievements have been registered as summarised here below:-

- i. ICT Management in the Judiciary: This is manned by the Judiciary ICT/Law Reporting Committee chaired by the Hon. Justice. It provides strategic direction on the implementation of ICT and Law Reporting in the Judiciary. There is also the ICT department with a total of 103No. (Technical) Staff in the categories of Information Technology Officers, Computer Programmer, Systems Administrators, Transcribers, Computer Operators, Data Entry Clerks, Court Recorders and Support Staff. These carry out ICT technical operations.
- ii. It is chaired by the Hon. Justice and the ICT Department (Technical Team).
- iii. Enabling environment - The Judiciary developed an ICT Policy in 2008 and three ICT Strategies spanning the periods 2001 – 2003, 2004 – 2008 and 2009 – 2013.
- iv. The Judiciary Wide/Local Area Network (WAN/LAN) that spans the; Supreme Court, Court of Appeal, 13No. High Courts including the High Courts at the Circuits, 9No. High Court Divisions and LANs in 28No. Chief Magistrates Courts and 13No. Grade 1 Courts.
- v. The Computer hardware coverage is 45% for Court Stations and 51% for Judiciary staff.
- vi. Installed ICT applications and systems that include the Court Case Administration System (CCAS), Court Recording and Transcription System (CRTS), Video Conferencing Systems, Witness Protection Systems, Electronic Display Boards, Digital Evidence Presentation Systems (DEPs).
- vii. The Judiciary signed a Memorandum of Understanding with the National Information Technology Authority (NITA-U) for the provision of Microsoft Licensed Software e.g Microsoft Operating Systems, Microsoft Office etc.
- viii. The Judiciary also signed a Memorandum of Understanding with the National Information Technology Authority (NITA-U) for the provision of Internet Bandwidth and leased lines for data connectivity at relatively low price due to the bulk purchase advantage.
- ix. ICT Training for behavioral Change - The Judiciary frequently carries out ICT training to its system users. notably, the Judiciary held its 1st ever Paperless Annual Judges' Conference in Uganda in February 2015.

- x. Provided Internship Training to over 183No. Students from different University in and outside Uganda.

Review of the ending Judiciary ICT Strategy – 2009 – 2013

It was observed that the Judiciary achieved 45% of the planned ICT Projects and most of the unattended to projects (55%) were of capital nature. This low performance was attributed to; very ambitious planned projects, lack of short term implementation work plan to enable assessment of intermediary outputs and the unidentified sources of funding.

The justification for development of the Judiciary ICT Strategy FY2015/2016 – FY2019/2020

The Strategy has been developed due to:-

- i. The elapsed operational time of the Judiciary ICT Strategy 2009 – 2013
- ii. New technological advances,
- iii. Emergence of specific Judiciary mandates in the areas of transparency, customer centric, efficiency and effectiveness.

The Strategic Context and rationale of the Judiciary ICT Strategy FY2015/2016 – FY2019/2020.

The envisaged strategic context and rationale includes;-

- i. Reduce delay and backlog, improving economy, efficiency and effectiveness in the administration of justice in Uganda;
- ii. Adoption of technologies for use within the court; and
- iii. Facilitate ICT and communication exchange between courts, parties and general public.

The specific objectives of the Judiciary ICT Strategy for FY2015/2016 – FY2019/2020

These are outlined here below:-

- i. To provide the Uganda Judiciary with integrated, comprehensive and affordable range of readily accessible online services;

- ii. To improve return on investment of public expenditure on ICT in the Judiciary;
- iii. To provide access to a reliable and secure network infrastructure in the context of transition to an e-judiciary;
- iv. To Improve operational productivity and streamline online interaction between the public and the Judiciary throughout Uganda;
- v. To develop a strong workforce and partnerships to provide the future capacity and skills for implementing ICT programs and strategies;
- vi. To provide visibility and focus on ICT design and investment, decisions, processes, and evolution within ICT systems;
- vii. To adopt an ICT Management Framework and Methodology that adheres to the Government of Uganda ICT policy; and
- viii. To use ICT as a tool for transforming and promoting other Uganda Judiciary Sustainability initiatives.

The Strategy Pillars and Strategic Programs

The strategy will be achieved through the implementation of related activities adopted as Pillars under which the Judiciary will execute a number of specific strategic programs. A total of 9No. Pillars listed here below have been adopted.

- i. Enabling Regulatory Environment;
- ii. Adequate Management Information;
- iii. Reliable hardware Infrastructure;
- iv. Adequate Software Platforms and Tools;
- v. Security of ICT Systems;
- vi. Human Resource;
- vii. Statistical and Management Resources and Capabilities;
- viii. Sponsorship and Supportive Decision Making; and
- ix. Analytical, Development and Implementation Methodologies.

Implementation Mechanism

The implementation, monitoring and evaluation of the Judiciary ICT Strategy shall be the responsibility of the Judiciary ICT/Law Reporting Committee in collaboration with

Justice, Law and Order Sector (JLOS) Institutions, other Government Agencies and the Judicial Service Users.

The envisaged strategy implementation risks are; Lack of consistent and continued Judiciary Top Management Support, non-availability of Funds, delayed implementation of the identified strategic programs and Lack of Strategy ownership. However, the identified mitigation measures are; involvement of the Top Management in the Strategy formulation for initial support, continued feed back to the Top Management on the progress of the Strategy implementation, vigorous and Continued lobbying of funding, sequencing of the programs so that highest priority are executed first to deliver quick results, an appropriate Strategy Work Plan indicating when each program would be executed has been drawn and collective Strategy ownership should be emphasised at the Strategy formulation and implementation.

Investment and Implementation Work Plan

The Strategy shall be implemented over a 5-Year period with a resource requirement estimated at US\$ 60,244,800,000/= (US\$ 60.24 bn) over the period. The yearly requirements are; FY2015/2016 – US\$ 6.584 billion, FY2016/2017 – US\$ 11.012 billion, FY2017/2018 – US\$ 15.982 billion, FY2018/2019 – US\$ 13.746 billion and FY2019/2020 – US\$ 12.922 billion. This cost translates to US\$ 12,048,960,000/= (US\$ 12.05) on average annually.

Financing Strategy

To raise the required budget of US\$ 60.24 billion over the next 5 years, there is need for rigorous application of various funding models that include:-

- i. Government support through budgetary provisions
- ii. Support from Development Partners
- iii. Sector Support from the Justice, Law and Order Sector (JLOS)
- iv. Foreign Direct investment; and
- v. Public, Private Partnership (PPPs)

Log Frame for each of the Strategic Programs

A detailed log frame has been drawn to improve the; planning, implementation, management, monitoring and evaluation of the different strategic programs. It also highlights the logical linkages between these strategic programs.



1.0 INTRODUCTION

Today, it is important to acknowledge that the advent of Information and Communications Technology (ICT) is fundamentally changing the way people work, learn and interact. ICT is being adopted in all aspects of society to facilitate online service delivery. Both Government and the Private Sector have to move in that direction and adopt the emerging new technologies if they are to match and fit within the current global world.

1.1 The Judiciary of Uganda

The Constitutional Mandate of the Judiciary is provided for in Article 126 of the Constitution of Uganda, 1995. “Judicial power is derived from the people and shall be exercised by the courts established under this constitution in the name of the people and in conformity with law and with the values, norms, and aspirations of the people”. In adjudicating cases of both civil and criminal nature, the courts shall, subject to the law, apply the following principles:

1. Justice shall be done to all irrespective of their social or economic status;
2. Justice shall not be delayed;
3. Adequate compensation shall be awarded to victims of wrongs;
4. Reconciliation between parties shall be promoted; and
5. Substantive justice shall be administered without undue regard for technicalities.

Article 127 asserts the independence of Judiciary: In the exercise of Judicial powers the courts shall be independent and shall not be subject to the control or direction of any person or authority. The Courts of Judicature comprise of Supreme Court, Court of Appeal/Constitutional Court, High Court, and subordinate courts (including Magistrate’s Courts, Khadhi Courts, LC Courts) and are charged with the following roles or core functions:

- i. Administer justice through resolving disputes between individual and between state and individual;

- ii. Interpret the constitution and the laws of Uganda;
- iii. Promote the rule of law and contribute to the maintenance of order in society;
- iv. Safeguard the constitution and uphold democratic principles; and
- v. Protect human rights of individuals.

The Judiciary Core Values.

The Judiciary's strategic direction and result areas are based on its core values that form the basis for all its operations. These values are:

- i. **Independence and impartiality.** The Judiciary will ensure that it operates freely in its own best judgment, without taking directives from, or being controlled by, any person or authority.
- ii. **Transparency:** The Judiciary will be open at all times in dealing with all partners in the administration of Justice, document its operations and freely disseminate these. The Judiciary will Endeavour to win the confidence and trust of all Ugandans and the international community, through the quality of its services.
- iii. **Professionalism:** The Judiciary will Endeavour to have well-trained, professionally competent and self-confident staff, that will administer justice to all.
- iv. **Integrity:** The Judiciary will carry out its activities in an honest and truthful manner, and will take all reasonable measures to prevent willful wrongdoing by its officials.
- v. **Accountability:** The Judiciary will take full responsibility for its actions, and will always be answerable to the people of Uganda and to its partners.
- vi. **Equality and respect:** The Judiciary will continue to uphold the principles of equality, equal opportunities and affirmative action in respect to gender and other disadvantaged groups.

The Judiciary Vision and Mission

The Judiciary's **Vision** is "Justice for All" and its **Mission** is "An independent, competent, trusted and accountable Judiciary that administers justice to all."

In pursuit of its mission the Judiciary recognizes the great role that ICT plays and will continue to offer in addressing the problems of delays and backlog.

The Judiciary ICT Strategy 2015 – 2020 is aligned with the following Government National Development Plan II, Policies and Strategy.

1.2 The Second National Development Plan (NDPII) - 2015/2016 – 2019/2020

The NDP II highlights the ICT Sector key focus areas that include: collaborative development of an interoperable and secure ubiquitous ICT infrastructure; creation of an enabling environment that is aligned to emerging changes; enhancing integration and automation of e-Government services and position Uganda competitively in the Global ICT market; enhancing capacity for local content development and usage in the various ICT Sector services; Development of quality ICT human capital stock to meet the industry demands for ICT skills and support Research and Development.

1.3 The National IT Policy 2012

The Government of Uganda developed a National Information Technology Policy for Uganda 2012 whose priority areas are legal framework, IT infrastructure, IT human resource development, research and development, IT promotion and awareness, National IT Standards, E-Waste management, hardware and software industry, IT security and resource mobilisation.

1.4 The National e-Government Policy Framework 2011

The National Electronic Government Policy Framework 2011 details the principles of e-Government namely; Citizen Centric; accessibility and choice; trust, confidence and security; better governance; collaboration and integration; and accountability.

1.5 The National Sector ICT Strategy and Investment Plan 2015 – 2020

The National ICT Sector Strategy and Investment Plan (2015 – 2020) outlines three performance targets are to; increase; access to ICT infrastructure to 3.50 from 1.96; usage of ICT to 2.50 from 0.75 and ICT skills development to 5.5 from 3.69.

1.6 The Judiciary ICT Vision and Mission

1.6.1 Vision

The Judiciary ICT Vision is “**E-Justice for All**”

1.6.2 Mission

The Judiciary ICT Mission is “**To design, develop, operate and maintain comprehensive and integrated ICT services needed to support the efficiency and transparency provision of judicial services in Uganda**”.

The strategic objectives which flow from that Mission are to:

- i. Build and manage an ICT Infrastructure (hardware and software) to efficiently and effectively support the Judiciary business processes;
- ii. Build safe and secure Judiciary data collection, processing, analysis, storage and processing systems;
- iii. Establish a 24 hour dedicate ICT Service Desk to address user concerns in a professional manner and within reasonable timeframes;
- iv. Install an on-line communication exchange between the courts, parties and the general public that is accessible, user friendly and customer focused;
- v. Build confidence amongst the JLOS Stakeholders that the ICT provided is efficient and effective;
- vi. Solicit for ICT Funding;
- vii. Establish an ICT Professional base to support deployment of ICT in the Judiciary; and
- viii. Carry out ICT Research and innovation for improved judicial services in Uganda;

2.0 ICT APPLICATIONS BEST PRACTICES IN THE BENCHMARKED JUDICIARIES

The ended Judiciary ICT Strategy 2009 – 2013 summarised findings of best practice benchmarking exercise (these are still relevant) that the Judiciary of Uganda will strive to still achieve; for the Governments of Western Australia, Canada, India and Singapore that was undertaken to learn from the success stories of their ICT judicial systems and challenges faced during implementation. Below were the findings:

2.1 Government of Western Australia

Developed an IT Plan whose critical component of the computerisation programme comprised of electronic support facilities that was termed as the Judicial Support System. Sub-systems were implemented under the Judicial Support System that include;

- Electronic Transcript System;
- Unreported Judgments (Decisions) database;
- Electronic Courtrooms;
- Judgment Processing System; and
- Electronic Appeals Database.

2.2 Canada

Building Information Management/Technology Capacity for the Judiciary

Canada is implementing a multi-year information management and technology strategy for managing and accessing judicial information. It includes;

- i. Storage and handling of archival information,
- ii. Electronic Document Management System (EDMS) to standardize classification, storage and retention of Court information and records, allowing for an interface with the Case Management System and establishing infrastructure necessary to provide functional e-Filing services to external stakeholders.
- iii. New Library Management System (LMS) to improve service through the integration of the Court's print and electronic legal research resources, and enhancing the functionality and connectivity of the system with third parties.

2.3 INDIA

Information systems supporting the Judiciary operations

Some of the systems in use include;

- i. Jurex - Is a search and query based database package containing information about all the previous cases decided by the Supreme Court in the fields of direct and indirect taxes, company law, central excise and customs and labour laws.
- ii. COURTNIC (Court Information System) - Is a system designed to provide information on the Supreme Court to a wide range of users.

Judiciary ICT Projects under implementation

- i. Development of customized software application for the Judiciary
- ii. Training of Judges and administrative staff in courts
- iii. Recruitment of technical staff for each of the courts and operational maintenance
- iv. Digitization of legal tools (statute laws and case laws)
- v. Digitization of archives from present manual systems
- vi. I-connectivity of law libraries
- vii. Judiciary information security program -The Cyber Forensics with new dimensions to the Criminal laws especially the Evidence law

Judiciary ICT Skills Training Program

- i. Training the judges, administrative and judicial staff on the judicial systems.
- ii. Regular courses/training programs to update and refresh the skills of the staff concerned with the implementation of specific ICT projects
- iii. Online courses via video conferencing on various areas/topics related to law and ICT are conducted by special faculty drawn from the judicial system including senior judges, law and ICT experts.

2.4 Singapore

Information Systems supporting Judiciary operations include;

i. Electronic Filing System (EFS)

The EFS is a web-based application, accessible to judges, court clerks, registrars, lawyers and administrative staff, which integrates case management and court records.

All civil case and court records are held electronically and electronic documents held in the EFS are the official court records. All records that were previously held in paper form are now scanned and stored electronically.

ii. Technology Courts

The Technology Courts harness the functionality of the EFS combined with video-conferencing, audio-visual displays of evidence and full digital audio recording. The intent was to utilize technology to assist lawyers in presenting their cases and to improve the delivery of justice. The technology courts are regarded as revolutionary. They have increased the efficiency of court proceedings, for example by allowing witnesses to testify from remote locations.

iii. Training

- a. User acceptance and promotion of the EFS began at the system design and development stage.
- b. A three-fold methodology was used to introduce the EFS, involving training, consultation and awareness rising. It was required for all judicial staff as well as external users in law firms. It was offered in three ways:
 - one-on-one training with internal users such as judges, registry staff and court clerks
 - seminar training for court staff, spread over a number of weeks
 - hands-on training of legal professionals

3.0 THE JUDICIARY ICT ACHIEVEMENTS

The Judiciary embraced ICT in its business processes in 1995 and to date, a number of achievements have been registered as summarised in Table 1 below:-

Table 1: Judiciary ICT Achievements since 1995

S/No.	Intervention	Level of Achievement	Remarks
1.	ICT Management in the Judiciary	<ul style="list-style-type: none"> i. ICT/Law Reporting Committee (Provides strategic direction on the implementation of ICT/Law Reporting in the Judiciary). It is Chaired by a Honourable Justice ii. A Data Centre (Technical Team) of 103No. staff with 85% Graduates comprising of the PITO, SITO, Programmer, Systems Administrators, Court Transcribers, Court Recorders, Data Entry Clerks and Statistician). iii. Data Centre Unit currently a Section earmarked for upgrading to a Departmental Level to be Headed by a Commissioner assisted by an Assistant Commissioner. iv. Presence of ICT Technical Team to the Level of High Court Circuit (Systems Administrators – Supreme Court, Court of Appeal, High Court, High Court Divisions and High Court at the Circuits). v. Provided Technical Support to foreign Judicial Jurisdiction namely the Seychelles. 	
2.	Enabling Environment	<ul style="list-style-type: none"> i. The Judiciary developed an ICT Policy in 2008. ii. It has had 3No. ICT Strategies (2001 – 2003, 2004 – 2008 and 2009 – 2013). 	
3.	Local/Wide Area Network (LAN/WAN) Infrastructure Development	<ul style="list-style-type: none"> • Installed LANs in the Supreme Court, Court of Appeal, 13No. High Courts including the High Courts at the Circuits, 9No. High Court Divisions and 28No. Chief Magistrates Courts and 13No. Grade 1 Courts. • All the above LANs are connected to form a the Judiciary LAN/ WAN Infrastructure. . 	This Strategy will extend the LAN/WAN to the Chief Magistrates and Magistrates Grade 1 and 2.
4.	Computer Hardware Coverage	<ul style="list-style-type: none"> • The Judiciary Currently has a total of 823No. of Computer Sets against a required number of 1,850 (45% coverage). 	The target for this Strategy is to have at least

S/No.	Intervention	Level of Achievement	Remarks
		<ul style="list-style-type: none"> All Hon. Justices have State-of-the-art Notebook laptops that support their work while in the Court Rooms and all the 47No. Chief Magistrates have Laptop computers that support them in Judgment writing, Internet Research. This is a coverage of 51 % of all Judicial Officers. 	<p>2No. Computer sets at each Court Station.</p> <p>The target is for all Judicial officers including Registrars, Grade 1 and Grade 2 Magistrates to have Laptop Computers.</p>
5.	ICT Applications and Systems	<p>The Judiciary has developed a number of Software applications that include:</p> <ul style="list-style-type: none"> i. The Court Case Administration System (CCAS) currently covers only 41% of the Courts in Uganda ii. The Court Recording and Transcription System deployed in all the Appellate Courts. iii. 1No. Set of International Video Conferencing System has been installed and is operational iv. Management Information System (MIS) v. Electronic Boards Management System 	<p>The remaining 59% deployment is target in this target in this Strategy,</p> <p>Target is for Chief Magistrates, Magistrates Grade 1 and 2 Courts.</p> <p>Target in this Strategy is to cover all the 12No. High Courts at the Circuits.</p>
6.	Computer Software Acquisition	<ul style="list-style-type: none"> In June 2015, the Judiciary signed a Memorandum of Understanding with the National Information Technology Authority (NITA-U) for the provision of Microsoft Licensed Software e.g Microsoft Operating Systems, Microsoft Office etc 	<p>This has reduced the cost of Licences and the litigation possibility due to piracy.</p>
7.	Connection to the National Backbone	<ul style="list-style-type: none"> In June 2015, the Judiciary signed a Memorandum of Understanding with the National Information 	

S/No.	Intervention	Level of Achievement	Remarks
	Infrastructure (NBI)	Technology Authority (NITA-U) for the provision of Internet Bandwidth at relatively low price due to the bulk purchase advantage.	
8.	ICT Standards	The Judiciary has received Training on ICT Standards and is applying a number of ICT Standards as set by the NITA-U. These include:- <ul style="list-style-type: none"> i. The National Information Technology Project Management Methodology (NITPMM). ii. LAN/WAN Cabling Standards. iii. Government Website Development and Maintenance Standards. iv. Microsoft Licensing Standards. 	
9.	Provided Support to Government e-Government Projects.	The E-Government Projects include:- <ul style="list-style-type: none"> i. The Integrated Financial Management System (IFMS) ii. The Integrated Personnel and Payroll System (IPPS) 	
10.	Financial Support	<ul style="list-style-type: none"> i. In 2008, the Judiciary received ICT Support from the Peoples Republic of Korea. This support was in form of Hardware & Software that currently supports the Judiciary Backbone Infrastructure. ii. Currently the Judiciary has only 40% of its required budget funded by GoU, JLOS and Development Partners like DANIDA. The 60% remains unfunded. 	
11.	ICT Training for Behavioural Change	<ul style="list-style-type: none"> i. There has been continuous training for behavioural change hence the continued support of the installed ICT Systems. ii. The Judiciary held the 1st ever Paperless Conference in Uganda in February 2015. 	
12.	In-House Capacity Development	<ul style="list-style-type: none"> i. Developed capacity of its ICT Staff through short time Professional Training in Course like:- Oracle, CCNA, CCNP, ITIL, MCITP, MCSE ii. In-House Applications Development like the CCAS Maintenance, Web-Base CCAS Development, E-Board Application. iii. ICT Strategy development e.g this Particular Strategy. 	
13.	Internship Training to Students	<ul style="list-style-type: none"> • Provided Internship training to over 183No. Students from different University in and outside Uganda. 	

4.0 REVIEW OF THE JUDICIARY ICT STRATEGY 2009 – 2013

Recognition of the ICT catalytic role in service delivery and in order to get the best from ICT applications, in the year 2000, the Judiciary developed its first Information and Communications Technology (ICT) Strategy for the period 2001 – 2003. In 2004, the Judiciary revised the Strategy and generated its second ICT Strategy for the period 2004-2008 and in 2009, another Strategy was developed for the period 2009 - 2013.

4.1 The ICT Strategy 2009 – 2013 Implementation Status

This Section summarises the achievements, work in progress and unattended ICT programmes for the period 2009 – 2013. A total number of 31 projects were identified for implementation as listed in the table below. The list is in the order of priority and also categorized as very urgent, urgent, continuous and future. The projects were also classified for funding either under capital investment or recurrent budget support. The table 2 below details the numbers of projects completed, on-going and not attended to in the categories; very urgent, urgent, continuing projects and future projects as categorised in the ICT Strategy 2009 – 2013 that is under assessment and figures 1 and 2 summarise the performance and the nature of budget.

Table 2: Status of Projects that were scheduled for the period 2009-2013

Priority	Project Title	Funding Budget	Level of Implementation Remarks
A. VERY URGENT PROJECTS			
1.	Re-Engineering of the Court Administration System (CCAS)	Capital Investment	On-going
2.	Bandwidth Enhancement	Capital Investment	Completed
3.	ICT Strategy Promotion and Advocacy	Recurrent	On-going
4.	Change Management Program	Capital Investment	Not attended to
5.	Judiciary ICT Structure Review	Recurrent	On-going
6.	Data and Information Security Strategy and Systems	Capital Investment	On-going
7.	Judiciary ICT Policy Review and Update	Capital Investment	Not attended to
8.	ICT Capacity Building Program	Capital Investment	Not attended to
9.	Computerisation of the Supreme Court	Capital Investment	Completed
10.	Digital Court Recording and Transcription Systems	Capital Investment	On-going (36Completed)
11.	Pilot ICT Model Court (Jinja)	Capital Investment	Not attended to

Priority	Project Title	Funding Budget	Level of Implementation Remarks
12.	Business Continuity and Disaster Recovery Strategy and Systems	Capital Investment	On-going
13.	Network Resource Management	Capital Investment	On-going
14.	ICT Management Practices and Standards	Recurrent	On-going
A. URGENT PROJECTS			
1.	Electronic Document and Archiving System	Capital Investment	Not attended to
2.	Electronic Legal Reference Material System	Recurrent	Not attended to
3.	Monitoring and Evaluation System Development	Capital Investment	Not attended to
4.	Electronic Judges Induction Manual	Capital Investment	Not attended to
5.	Electronic Courts Study Visit Program	Recurrent	Not attended to
B. CONTINUING PROJECTS (Not Prioritized)			
1.	ICT Infrastructure Extension	Capital Investment	On-going (42%Completed)
2.	ICT Equipment Acquisition	Capital Investment	On-going (45%Completed)
3.	Internet Connectivity	Recurrent	On-going (35Completed)
4.	Judiciary Website Upgrade and Maintenance	Recurrent	Completed
5.	ICT Equipment Repair and Maintenance	Recurrent	On-going (continuous)
6.	Online Case Databases and CD-ROMS	Recurrent	Not attended to
7.	Enhancement of other Judicial Systems	Capital Investment	Not attended to
C. FUTURE PROJECTS (Not Prioritized)			
1.	Sound Proof Electronic Court Rooms	Capital Investment	Not attended to
2.	ICT Equipment Acquisition	Capital Investment	Not attended to
3.	Electronic Appeals Database	Capital Investment	Not attended to
4.	Electronic Judges Bench Book	Capital Investment	Not attended to
5.	Electronic Sentencing Database	Capital Investment	Not attended to

Figure 1 below illustrates the level of performance of the 5 year projects implemented.

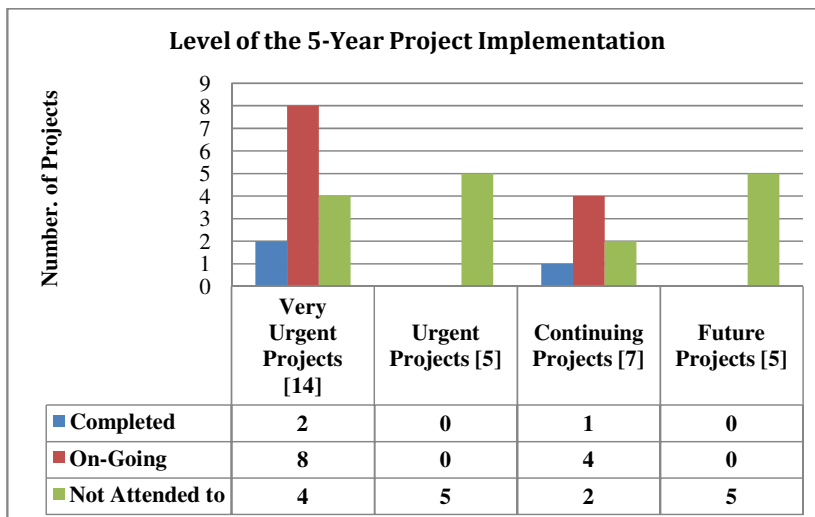


Figure 1: Level of the 5-Year Project Implementation

The Figure 2 below summarises the number of projects completed under using the capital or recurrent funding. It is evident that most of the unattended to projects in the Strategy were of capital nature. Achievement was registered mainly for the recurrent project.

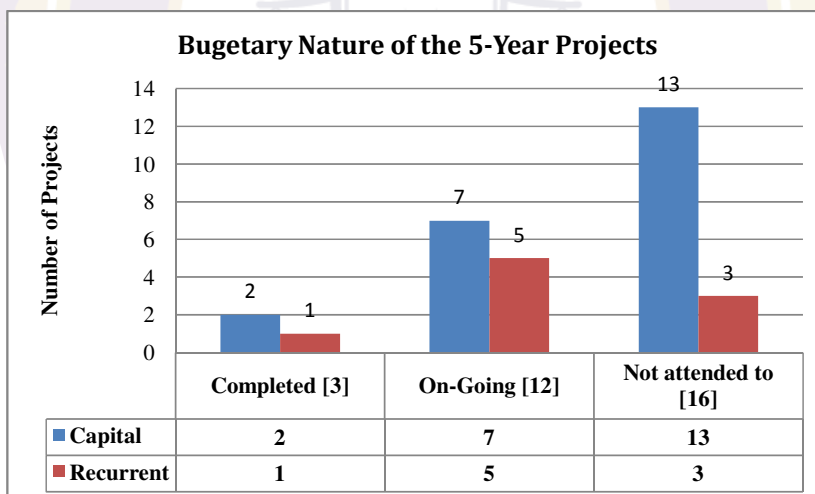


Figure 2: Budgetary Nature of the 5-Year Projects

4.2 Comments on the Above Performance.

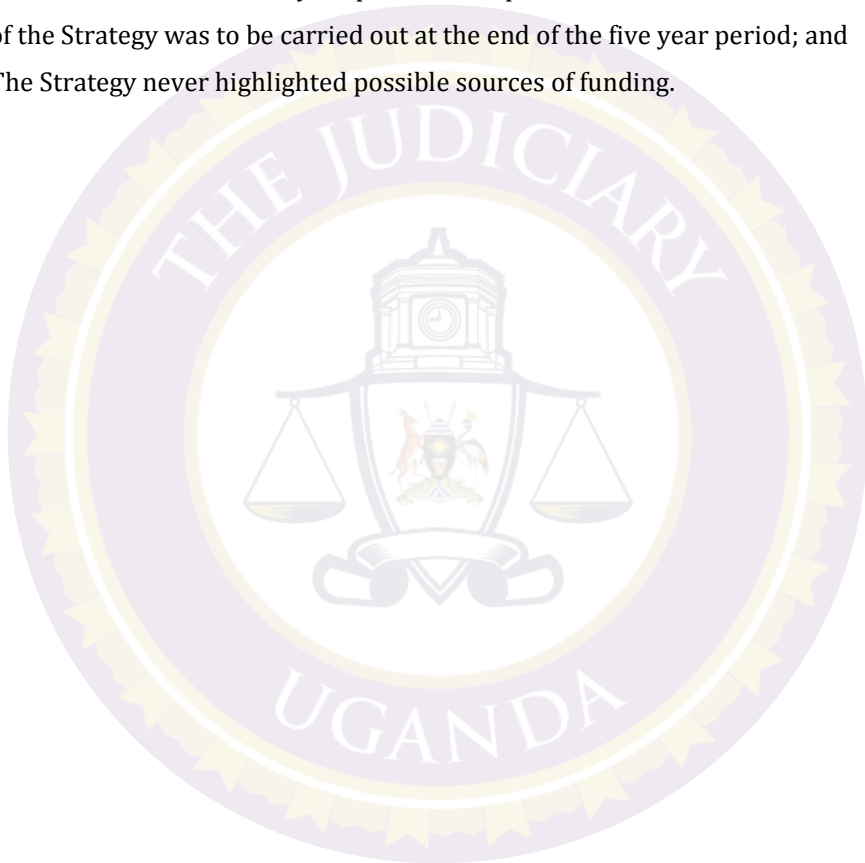
It can be observed from the above performance that:-

- i. Only about 45% of the planned ICT Projects were achieved.

- ii. Most of the projects (55%) were not attended to and these were of capital nature.

This low performance can be attributed to the following:-

- i. The ICT Strategy 2009 – 2013 was very ambitious without due consideration to the available resources especially financial.
- ii. The Strategy had no short term Implementation Work Plan to enable assessment of intermediary outputs. This implied therefore that the assessment of the Strategy was to be carried out at the end of the five year period; and
- iii. The Strategy never highlighted possible sources of funding.



5.0 JUSTIFICATION FOR DEVELOPING THE JUDICIARY ICT STRATEGY FY2015/2016 – FY2019/2020

This Strategy has been developed due to the elapsed operational time of the Judiciary ICT Strategy 2009 - 2013, new technological advances, emergence of specific Judiciary mandates in the areas of transparency, customer centric, efficiency and effectiveness. Other factors include the linking to new government programmes, ICT policies and initiatives like the Second National Development Plan, National Data Transmission Backbone and e-Government infrastructure (NBI/EGI), National Development Plan 2040, amongst others. There was also a need to carry out a performance review to identify areas of implementation that had not been accomplished in the previous strategy for the 2009 – 2013 period.

5.1 Envisaged Cost Reduction in the Administration of Justice

Delays and backlog as identified to be the major bottlenecks in the administration of justice and the application of ICTs has been recognised as partly a solution. ICT application attracts a huge initial investment cost but with a high rate of return on the investment over a long period of time. Data storage and retrieval remains a huge problem in the Courts. The current semi-automated system for records management can be summarised in the figure 3 below and the desired position in figure 4.



Figure 3: Large Volumes of Physical Case Files in Court

The **Table 3** summarises the cost-benefit analysis in two strategic programs i.e Video Conferencing and Data storage comparing the manual and the automated systems. The data used is approximate and it is evident that the application of ICT leads to reduced costs which continue to reduce even drastically with the continued use of the ICT systems as at the start, the initial investment capital appears high.



Table 3: Cost-Benefit Analysis of Two Strategic Programs

S/No.	Strategic Program	Example of Case	Manual Inputs	Quantity	Cost (US\$.)	Electronic Inputs	Quantity	Cost (US\$.)
1	Video Conferencing	Terrorism Case	Vehicles - Police & Prisons - Maintenance @50,000/=	10	500,000	Cost used to Install Video Conferencing Facility here at High Court = USD 113,634	1	386,355,600
			Fuel (at lease 30Litres @ 3,400/= X 10No. Vehicles)	300	10,200,000	Leased Line Installation - NITA	1	3,000,000
			Lunch for Police & Prisons at least 200No.	200	5,000	Leased Line Maintenance - NITA for 5No. Months - 10M/hrs @month 12,036,000/= VAT Inclusive	5	12,036,000
			Lunch for Dogs 5No.	5	10,000			
			Inconvenience in the City due to Security restrictions	xxxx		None		
			TOTAL COST		1,339,375,000			401,391,600
2	Data Storage and Accessibility	Court of Appeal Case	5No. Sets of Documents for the Hon. Justices - 2No. Reams for each File @20,000/=	5	200,000	Server Space for Audio & Video for 1No. Hour is approximately 700MB Approximately Court runs for 7No. Hours = 4.9GB		
			Photocopies - 5No. Files (at lease 100/= * 1,000pages = 100,000 cost to photocopy @ file	5	500,000			
			Purchase of Files = 2No. Box Files for each Hon. Justice @ 10,000/=	10	100,000			
			1No. Shelved for Storage @ 100,000/=	1	100,000			
			Cost of Paper based system for one Appeal Case		900,000			
			TOTAL COST		18,000,000			
						For 20No. Cases Storage = 20 X 10 X 4.9GB		
						For 20No. Cases Storage = 20 X 10 X 4.9GB	980	
						For 3No. Panels 20No. Cases Storage = 3 X 20 X 10 X 4.9GB (1No. Server of 3No. Terra Bytes)	2940	35,000,000
			TOTAL COST		540,000,000			35,000,000

5.2 Adoption of New Technologies

There now exists a wide range of technologies for application in the courts. These technologies cover a wide range of services like; recording and transcription of court proceedings, presentation of evidence, internet research and access to court records. Figure 4 summarises the different areas where ICT can be applied in the Courts.

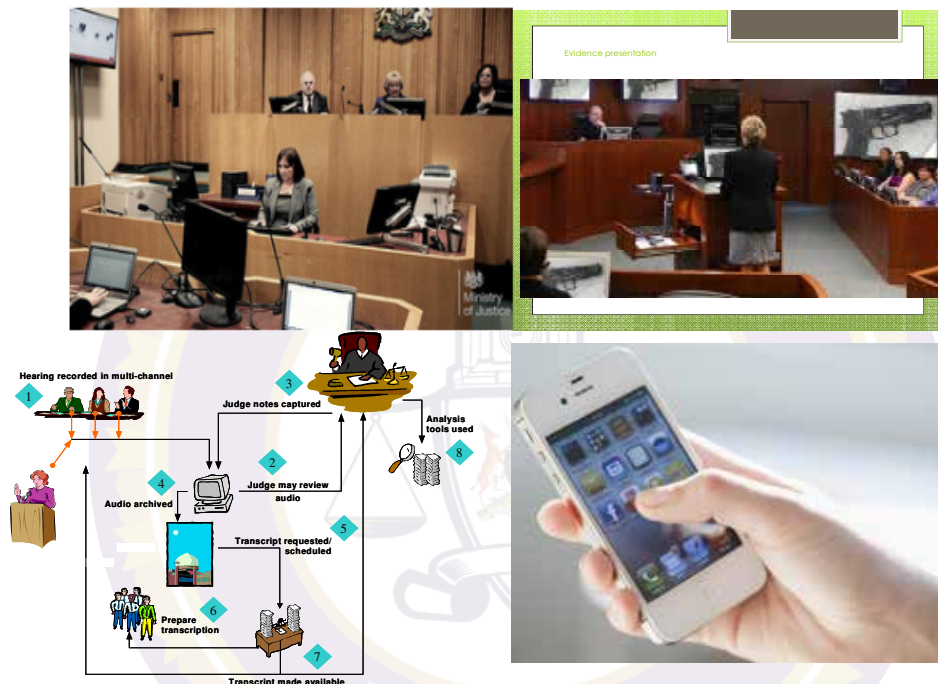


Figure 4: e-Court Room Environment

5.3 Use of ICTs in the Fight against Corruption

Deployment of ICT interventions in the fight against corruption can be divided into **transactional** and **transparency** reforms.

Transactional reforms seek to reduce the space for corrupt activity by controlling and automating processes inside government, or seek to increase the detection of corruption by increasing the flow of information into existing government oversight

and accountability mechanisms. Often these developments are framed as part of e-government.

Transparency reforms, by contrast, focus on increasing external rather than internal control over government actors by making the actions of the state and its agents more visible to citizens, civil society and the private sector.

In practice, where any actual ICT intervention falls is a matter as much of the details of implementation as it is to do with the technology, although we find these archetypes useful to highlight the different emphasis and origins of different ICT-based approaches. Transparency and effectiveness are emphasized as two positive consequences of the use of information and communication technologies (ICT) in the Courts. ICT provides easy access to information and judicial decisions and benefits that include:-

- i. **Reduced cost of delivering Justice:-** through provision of easy access to information in case of files, legal research, better methods of case documents.
- ii. **Increased investment:-** Settlement of cases for example civil matter e.g of commercial nature will unlock resources to investment. For example an unsettled commercial case worth billions of shillings. Quick settlement of such a case unlocks the money for investment. Land cases also deter investment if not settled quickly.
- iii. **Performance Management:-** The Judiciary is in the process of developing a computerized Performance Enhancement Management System that will evaluate the performance of both judicial and non-judicial officers. The productivity of the Judiciary is envisaged to improve with this tool.
- iv. **Reduces delays in administering justice:** - With the use of ICT, delays that lead to case backlog will be reduced. For example mis management of records like misplaced case files will be eliminated as a soft copy of the file will be readily available on the system.

5.4 SITUATION ANALYSIS

A SWOT analysis was carried out to evaluate the issues in ICT development for the Judiciary and to develop strategies for action. The highlights of the SWOT analysis are shown in the Table 3 below.

Table 4: The SWOT Analysis

S/No.			STRATEGIES
1.	STRENGTH	1.1 The Judiciary has an ICT Policy 2008 that recognised the importance of having an ICT Strategy.	1.1 The ICT Strategy to include design for systematic and coordinated deployment of ICT Systems.
		1.2 Existence of an ICT Unit at the Judiciary to provide coordination, expertise and support in the systematic deployment of ICT systems.	1.2.1 To take advantage of the existing staff in the Judiciary and retain them 1.2.2 Capacity building through general and specialized Management and ICT training to enhance capability to support new Judiciary systems 1.2.3 Future Upgrade of the ICT Unit into Department based on the anticipated services in supporting and managing the deploy.
		1.3 The existence of good collaboration with Development Partners under JLOS and DANIDA, which is supporting the initiation and implementation of ICT Systems and capacity building for the same.	1.3.1 To take advantage of support from Development Partners to establish an e-Judiciary. 1.3.2 To avoid duplication of efforts and utilize in a cost effective manner the scarce resources available.
		1.4 Strong commitment from the Judiciary in relation to budgetary resources	1.4.1 To avoid duplication of expenditure and utilize the same in a cost effective manner.
		1.5 Existence of an ICT/Law Reporting Committee to provide strategic direction for the ICT/Law Reporting Function in the Judiciary.	1.5.1 To provide strategic direction in the design and deployment of ICT in the Judiciary
		2.	WEAKNESSES
2.1 The meagre salaries for the ICT Professionals	2.1.1 Enactment of the Administration of Justice Bill		
2.2 High operational costs	2.2.1 Using automation of the office workflow, reduce stationary and equipment maintenance costs by 15% pa. 2.2.2 Expand the WAN to include both data		

S/No.	STRATEGIES		
			and voice communication to reduce telephony costs.
		2.3 Weak customer service	2.3.1 Develop a dynamic Website to increase public reach and access to information possessed by the Judiciary. 2.3.2 Implement electronic feedback forms to capture enquires.
3.	OPPORTUNITIES	3.0 Availability of National ICT Policy and e-Government Strategy and the National ICT Sector Strategy and Implementation Plan for 2015 – 2020. 3.1 The intended availability of reliable internet connectivity through E-Government backbone with faster and cheaper bandwidth 3.2 ICT innovation perceived as a way to provide better services can change the way business and services are provided by the Judiciary 3.3 Increasing ICT literacy of users	3.1 Using the political support in sourcing the resources and deployment of ICT through National ICT projects/initiatives 3.1 Exploit fibre based internet/WAN connectivity services 3.2 Try as much as possible to deploy ICT as a solution for service delivery. 3.3 Try as much as possible to deploy ICT as a solution for service delivery.
4.	THREATS	4.0 Financial resources available are scattered to support ICT and MIS activities. 4.1 Lack of adequate human resources to manage ICT Systems 4.2 Donor driven ICT projects that may not be sustainable 4.3 Service departments and units making decisions and Commitments without consultation with ICT Department may result into inconsistencies in IT systems deployments 4.4 Increasingly sophisticated security risks and threats.	4.0 Provide clear ICT Project charters and investment plans for budgeting and sourcing joint assistance funding. 4.1 Ensure that there are professional ICT and with appropriate pay. 4.2 To develop ICT systems that is demand driven by users and owned by the Judiciary for sustainability. Focus on ICT strategy 4.3 Establish mechanisms for consultations with ICT Department Unit for businesses related to IT Systems 4.4.1 Prepare and deploy information security policy and business continuity plan 4.4.2 Design and implement disaster recovery plans.

6.0 STRATEGIC DIRECTION

The rapid accumulation and slow disposal rate of pending cases has increased the burden on our judicial system tremendously. Courts have to maintain all the records in physical manner that is to say either in files or registers and to keep such large data in paper form is not easy to retrieve and also not even safe and is prone to physical tempering and environmental degradation. The case takes long time to solve and apart from this Cases, Judges and Courts keeps on changing during the course of case hearing.

Even the witnesses and accused keep on changing their statements and turns hostile. It is always difficult for the new Judges to retrieve the case information and status; so far the available source is the written information in the case files only.

The Police and Prisons are faced with challenges bringing the accused and under trials to the courts. Similarly experts from Hospitals and forensic laboratories face severe difficulties in presenting their investigating reports in front of Courts. Therefore, there is a definite scope of bringing ICT to help and develop Judicial Systems for example; the Case Record Management System for courtroom and to conserve the case file and audio including visual record for future references.

6.1 STRATEGIC CONTEXT AND RATIONALE

- 1. Reducing delay, improving economy, efficiency and effectiveness** and the more general objective of promoting confidence in the justice system through the use of new technologies 'are laudable strategies. However, given the nature and importance of the Judiciary as the third arm of the Government and compared to other public services, due process, impartiality and independence should also be carefully taken into account. This is especially so when structural and procedural changes, such as the ones driven by the introduction of the new technologies are embraced. The use of ICT is considered one of the key elements to significantly improve the administration of justice. The rapid development of technology opens up new opportunities for solutions to problems faced in the administration

of justice. ICT can be used to enhance efficiency, access, timeliness, transparency and accountability, helping the judiciaries to provide adequate services. New possibilities are emerging for the integration and automation of court procedures and practices.

2. **Technologies adopted for use within the court** can be divided in three groups based on their technological, but also organizational, complexity. The first group consists of basic technologies such as desktop computers, word processing, spreadsheets and both internal and external e-mail for both judges and administrative personnel. The second group consists of applications used to support the administrative personnel of the court, which include automated registers and case management systems. Finally, the third group consists of technologies used to support the activities of the judges, such as law and case law electronic libraries and sentencing support systems.
3. **ICT and communication exchange between courts, parties and general public.** This deals with judicial data interchange between courts and the network of actors with whom the courts interact in pursuing their institutional functions. This can be divided into the electronic information provision (court to the world, general information provision and informal communications) and official electronic communication (E-filing, official communications and on-line proceedings, world to the court and two way official communications).

6.2 SPECIFIC OBJECTIVES OF THE ICT STRATEGY 2015 - 2020

The following specific objectives will be achieved by the Uganda Judiciary through the implementation of the ICT Strategy and these include;

Table 5: The Specific Objectives of the Judiciary ICT Strategy 2015 - 2020

S/No.	Specific Objective	Indicators of Success
1.	To provide the Uganda Judiciary with integrated, comprehensive and affordable range of readily accessible online services.	Web-based applications developed.
2.	To improve return on investment of public expenditure on ICT in the Judiciary.	Implemented and shared higher quality, more resilient systems.
3.	To provide access to a reliable and Secure network infrastructure in the context of transition to an e-judiciary.	Provided High-speed reliable Internet access in terms of connectivity, speed and accessibility Implemented affordable access to voice, information and media network
4.	To Improve operational productivity and streamline online interaction between the public and the Judiciary throughout Uganda	Provided appropriate levels of IT Technical support. Used ICT to promote Open Data and online Public engagement.
5.	To develop a strong workforce and partnerships to provide the future capacity and skills for implementing ICT programs and strategies.	Provided professional Training in ICT.
6.	To provide visibility and focus on ICT design and investment, decisions, processes, and evolution within ICT systems.	Monitoring and evaluated broader implications for ICT services across Judiciary and the Public
7.	To adopt an ICT Management Framework and Methodology that adheres to the GoU -ICT policy.	Reviewed Judiciary ICT Policy in line with the overall GoU- ICT Policy
8.	To use ICT as a tool for transforming and promoting other Uganda Judiciary Sustainability initiatives.	Transformed Judiciary business operations and services to meet the organization objectives.

6.3 THE JUDICIARY ICT STRATEGY 2015 - 2020 MAP

Value Chain for ICT Service delivery

The Value Chain for ICT service provision in the Uganda Judiciary shows how the Uganda Judiciary organises itself to ensure that it meets its mission of providing Justice to all through timely adjudication of disputes with the support of ICT as an enabling tool. The Value chain Model for ICT service provision in the Uganda Judiciary presents a framework to assist employees, clients and stakeholders of the Uganda Judiciary as well as the general public to understand the linkages and alignment between units of the

Uganda Judiciary as a whole, or between the units of a department, or relationships between the parts of a unit within the Uganda Judiciary. It also describes the various documents, frameworks, policies, etc. that currently support the Value Model and their alignment to the Value Model. This Value Chain Model for ICT Services provision in the Judiciary is presented in Figure 5 below.



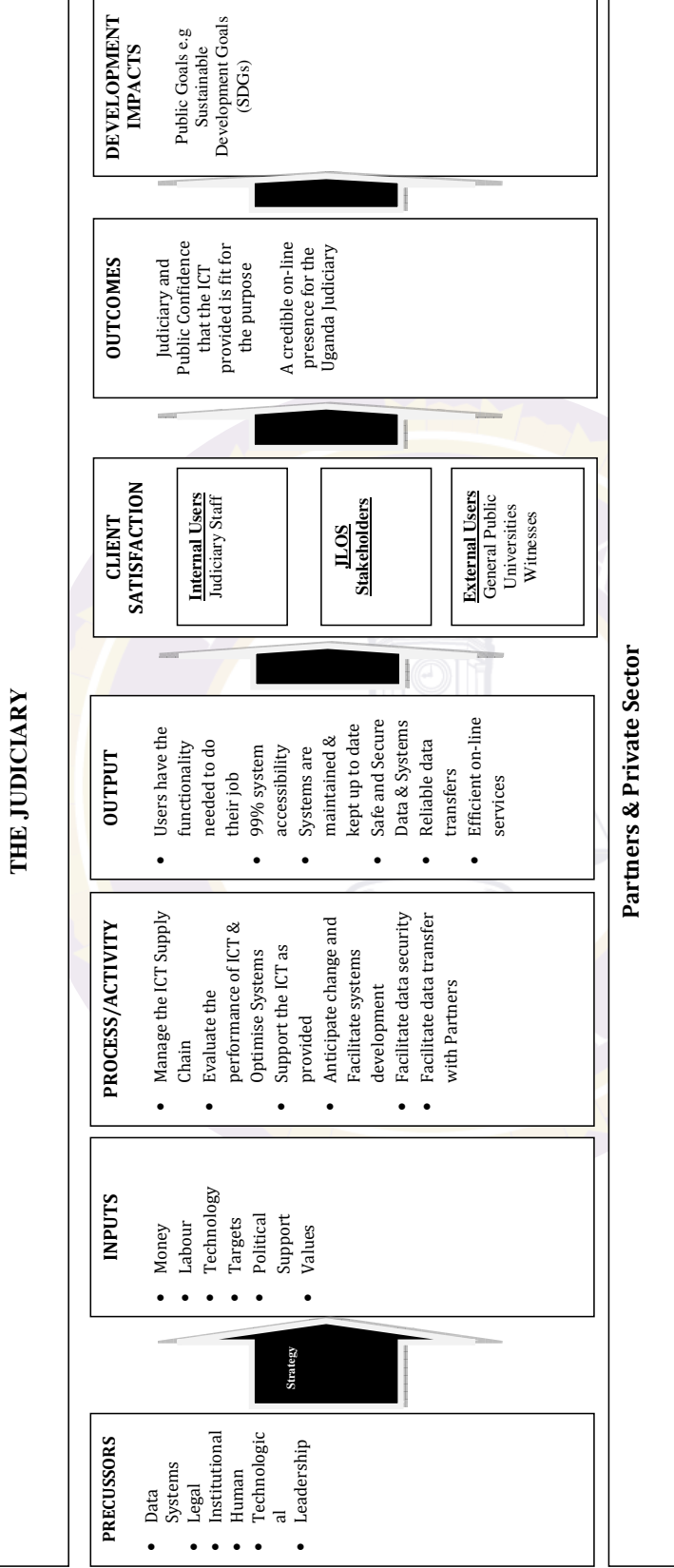


Figure 5: Value Chain Model for ICT Service provision in the Judiciary

7.0 THE JUDICIARY ICT STRATEGY 2015 - 2020

The achievement of the Judiciary ICT Strategy 2015 – 2020 will be through the implementation of related activities. These activities are adopted as Pillars and under each pillar, the Judiciary will execute a number of specific strategic programs as outlined here below.

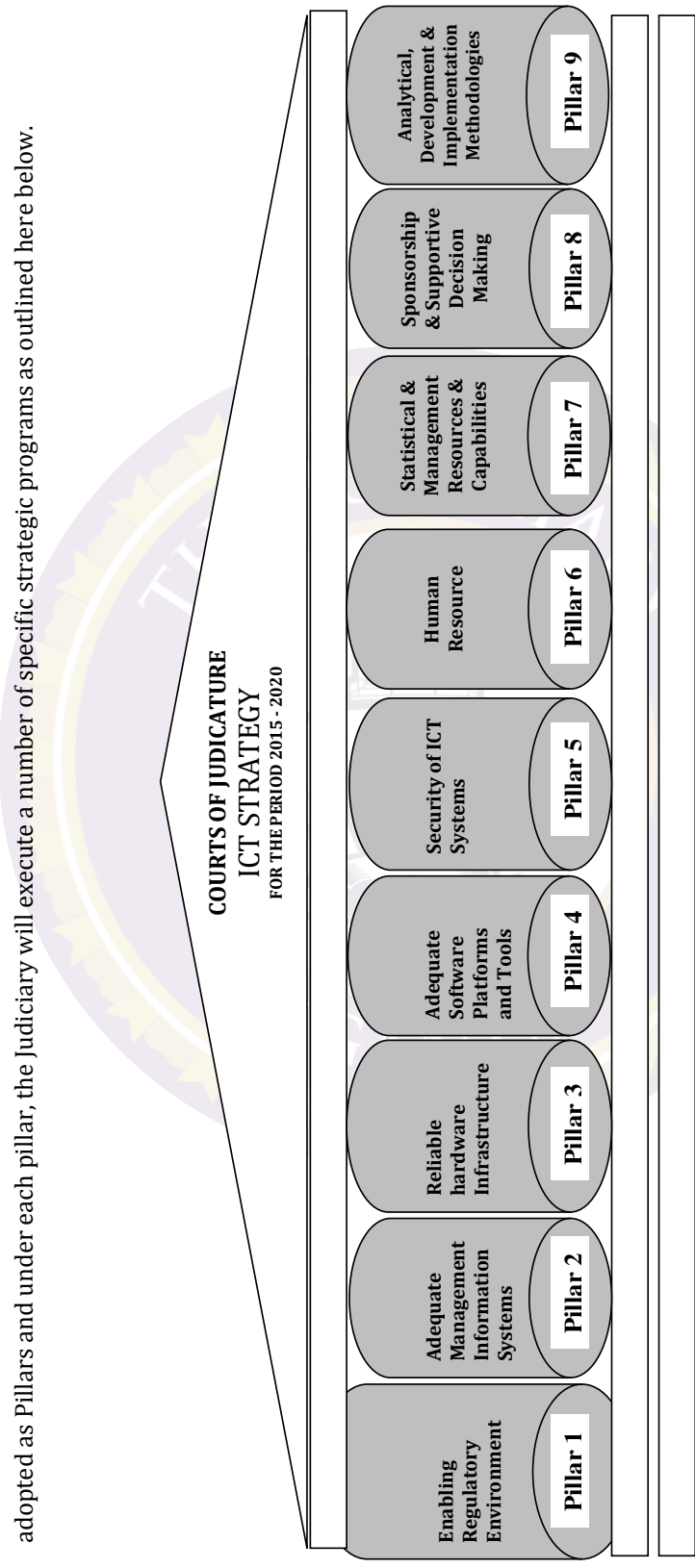


Figure 6: Pillars of the Judiciary ICT Strategy 2015 - 2020

7.1 PILLAR 1: Enabling Regulatory Environment

STRATEGIC GOAL 1: *Improved legal and regulatory framework to enable effective and efficient use of ICT in the Uganda Judiciary*

This Strategy introduces a number of ICT services that need be supported by a legal and regulatory framework. The existing law and legislations will thus be amended to support the optimal use of ICTs in the administration of Justice. The three major laws and legislations are summarised here below. This will be achieved in the FY2015/2016.

7.1.1 Strategic Program 1: Review of the Judiciary ICT Policy

The Judiciary developed and commissioned its ICT Policy in 2008. However, due to the rapidly changing ICT Trends and technologies, there is urgent need to have the policy revised to accommodate the new technologies to be implemented in fulfilment of this Judiciary ICT Strategy 2015 – 2020.

7.1.2 Strategic Program 2: Amend the Evidence Act and the Criminal Procedure Code for e-Evidence via Video Link Technology

The Judiciary installed a Video Conferencing facility to enable it conduct court with remote sites outside Uganda. This is to be extended to cover the 4No. Regions in Uganda (East, West, North and South). There is urgent need for amendment of the Evidence Act and the Criminal Procedure Code to effectively and efficiently enable the use of this Video Conferencing Facility.

7.1.3 Strategic Program 3: Laws to Support Court Recording and Transcription

The Evidence Act refers to the Hon. Judge's notices as the record of the court. With the introduction of the Court Recording and Transcription system, there is need to amend

the Evident Act so that the produced transcript out of the system is admissible as a record of the court.

7.1.4 Strategic Program 4: Revise existing Laws to Support Electronic Filing

This strategy aims to address the need for e-Filing in the Judiciary. However, some existing laws and regulations will be reviewed to support e-filing.

7.1.5 Strategic Program 5: Develop a Back Up, Disaster Recovery and Business Continuity Strategy

Disaster Recovery to ensure business continuity is a very critical element for ICT Systems. For its effective and efficient operation of disaster recovery and business continuity, procedures need be developed considering your data recovery requirements. Each type of data recovery will require that you take certain types of backup. How quickly you can resume normal operation of your ICT System is a function of what kinds of restore and recovery techniques you include in your planning. Each restore and recovery technique will impose requirements in the procedures.

7.1.6 Strategic Program 6: Laws to Paperless Judiciary

The Judiciary as an accumulator and custodian of information, the lawyers should be able to obtain information on various originating processes and other matters filed in the courts, including writs of summons, taxation, assessment of damages etc.

Laws to implement eServices such as will be required:

- i. Electronic extract service
- ii. Electronic service of documents service
- iii. Electronic information service

The implementation of the above Strategic Programs will be phased as below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018
	Amend the Evidence Act and the Criminal Procedure Code for e-Evidence via Video Link Technology.	<ul style="list-style-type: none"> i. Review the Judiciary ICT Policy ii. Review Existing Laws to support e-Filing iii. Develop a Back-up, Disaster Recovery and Business Continuity Strategy iv. Laws to support Court Recording and Transcription. 	Develop Laws to Support a Paperless Judiciary

7.2 PILLAR 2: Adequate Management Information Systems

The Strategic goal: Develop and Maintain Management Information Systems that support the Judiciary business processes.

Management Information System (MIS) is an implementation of a planned, integrated and holistic view of the organizational systems and procedures with processed data as the output used by management for appropriate decision making. It involves a system used for collecting, storing, processing and disseminating data in the form of information needed by management for performing its functions.

In order to enable the Uganda Judiciary attain full benefits from this ICT strategy, deployment of adequate MIS will be very important. It will be required that during the execution of this ICT strategy, Judiciary endeavours to undertake activities regarding acquisition and deployment of the relevant MIS to support the mission of administering Justice to all. To achieve the Strategic Goal, Judiciary will engage in the following Strategic Programmes:-

7.2.1 Strategic Program 1: Map the Case Flow Process

For the effective and efficiency management of the filed case throughout the system to archival, there is need to map the Case Flow process with an aim of determining the most appropriate time span of the case at each case stage. It will outline the different players and responsibility per stage of the case flow process. This Case Flow process should be adopted by all the Courts through out the country. The mapping will be implemented as summarised in the figure below.

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
	Map the Case Flow Process				

7.2.2 Strategic Program 2: Re-Engineer the Court Case Administration System (CCAS).

The Uganda Judiciary intends to Redesign and improve (upgrade) its CCAS to a web-based system. This will cover the entire Court Stations with a single centralised database for efficient and effective data and information management. It is hoped that Judiciary will review and improve other Judiciary systems to meet current information requirements and sharing procedures in CCAS. The process will also involve enhancing the current versions of the CCAS backend database engine to web-based database systems, ICT training, hardware installation. The re-design exercise will involve the following phases:-

Phase 1: System Study and Analysis

Analyze user needs and develops user requirements. Create a detailed Functional Requirements Document.

Phase 2: Systems Design

Transforms detailed requirements into complete Detailed Systems Design Document. Focuses on how to deliver the required functionality.

Phase 3: Systems Development

Convert a design into a Complete Information System including acquiring and installing systems environment, creating and testing databases preparing test case procedures, preparing test files, coding, compiling, refining programs, performing test readiness review and procurement activities.

Phase 4: Systems Hardware and Systems Acquisition

This will involve procurement of hardware and software to fulfill the requirements of the System Functional and Non-Functional requirements specified in Phase 1 and 2.

Phase 5: Systems Testing, Training, Integration and Implementation

Demonstrates that the developed system conforms to the requirements as specified in the Functional Requirements Document. Conduct by Quality Assurance staff and users. Produce Test Analysis Reports. Users will also be training on how to interact and use the system

Phase 6: Systems Deployment

This will involve installation of the developed system in the respective Court Stations for use. It will take the process of a Pilot deployment in a few chosen Stations after which a Roll-out to all the other Court Stations.

The Re-engineering process will take a phased approach as summarised in the **Figure 7** below.

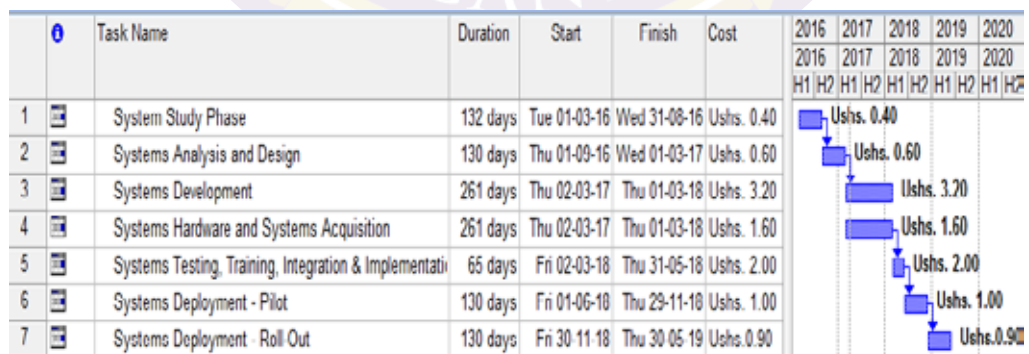


Figure 7: The Phases of the CCAS Re-Re-Engineering Process

7.2.3 Strategic Program 3: Implement E-Filing

The Uganda Judiciary will have to source for an appropriate E-filing system (Off-the-Shelf or Open Source) which will benefit its needs, taking in consideration all pros and cons among a variety of E-filing systems which are available on the market. The system shall be in form of a free online web-based application which will possess the ability of allowing users to file cases, view and update their case file information on-line. However, due to the importance and complexity of the Uganda Judiciary's manual case filing system, Uganda Judiciary will preferably source for an E-filing system based on characteristic features of strong platforms and tools which are proved to be reliable and for which a strong technical support is available. The implementation will be phased as below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Court	Study and Design	Procure System and Implement in the Supreme Court	Implement in the Court of Appeal	Implement in the 4No. High Court Divisions	Implement in the 4No. High Court Divisions

7.2.4 Strategic Program 4: Digitization of Court Records / Develop and Implement a Document Management System (EDMS) including e-Archiving.

An Electronic Document Management System (EDMS) is a collection of technologies that work together to provide a comprehensive solution for managing the creation, capture, indexing, storage, retrieval, and disposition of digital records and information assets of the organization. Most of the Judiciary business processes run on information. The EDMS solution shall have the ability to create, collect, process, distribute, store, manage, retrieve, maintain and dispose of information as an integral part of every business process and activity of the Uganda Judiciary. In addition, the amount of information we must work with is increasing at an incredible rate. The EDMS system shall offer a solution for delivering immediate value and increasing Judiciary's efficiency and effectiveness. The implementation will be phased as below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Study and Design	Procurement and deployment in Supreme Court and Court of Appeal	Deployment in 8No. High Court Divisions	Deployment in 7No. High Courts at the Circuits	Deployment in 6No. High Courts at the Circuits

7.2.5 Strategic Program 5: Roll-out Digital Court Recording and Transcription Systems

This is one of the Judiciary initiatives that is intended to assist the judicial officers during Court proceedings. The presiding judicial officer is left to concentrate on the important aspect of the court proceedings. Planned within this Strategy, Judiciary will continue and complete installation of Court recording systems to all courts in Uganda. Judiciary is determined to further modernize courts by providing both audio and Video Court recording (as opposed to the current audio only functionality) and Electronic Document Management System for preservation of identical records of the criminal hearings.

Extra efforts are needed to procure more digital CRT sets which will cover the entire court stations. The implementation work plan will be as below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task		Procure and install in 7No. New High Court and in 10No. Chief Magistrates Courts	Procure and install in 10No. Chief Magistrates Courts	Procure and install in 10No. Chief Magistrates Courts	Procure and install in 10No. Chief Magistrates Courts

7.2.6 Strategic Program 6: Roll-out Video Conferencing System

Video Conferencing (VC) enables any person who has an interest in court proceedings to be involved in a hearing from a remote location. In its simplest form, a witness at a

remote location may give his/her evidence via a video link to the court with one screen and one camera in the courtroom. The technology saves manpower in transporting inmates to and from court especially in high profile cases. This ensures that no chance of escape or a person trying to harm the prisoner or the presiding Judicial Officers. The system can also be used by the State Attorneys or Advocates to have a regular feed into jail cells to advise inmates during pre-trial proceedings of their rights for attorney representation or regarding bail. With this system the persons communicating must simultaneously see and speak to one another; signal transmission must be live and in real time; and must be secure from interception through lawful means by anyone other than the parties communicating.

The Judiciary already has 1No. Set of the Video Conferencing system that is already operational. Conferencing is able world wide. This is installed at the High Court in Kampala and the plan for this Strategy is to roll this out to the Supreme Court, Court of Appeal and the High Courts at the Circuits. This implies that Video Conferencing systems also have to be installed in major prison facilities to enable communication from the Prisons to the Courts. The implementation will be phased as below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task		Deploy in the Supreme Court and Court of Appeal and 5No. major Prison Facilities in Kampala.	Deploy in the 5No. High Courts at the Circuit and 5No. major Prison Facilities (1No. in each Circuit).	Deploy in the 5No. High Courts at the Circuit and 5No. major Prison Facilities (1No. in each Circuit).	Deploy in the 10No. High Courts at the Circuit and 10No. major Prison Facilities (1No. in each Circuit).

7.2.7 Strategic Program 7: Install Digital Evidence Presentation Systems (DEPs)

During any court proceedings, there exists evidence that has to be shared. The use of Digital Evidence Presentation Systems that comprise of; audio-video inputs, evidence monitors, document cameras, pointmaker annotation systems makes sharing of this

evidence easier and possible. Figure 8 below shows a Court in session with the help of DEPs in the United States.



Figure 8: DEPs in a US Court Room

The Judiciary will strive to install Digital Evidence Presentation Systems in its court rooms. The implementation will be phased as below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Study and Design.	Deploy in the Supreme Court and Court of Appeal.	Deploy in the 8No. High Court Divisions.	Deploy in the 10No. High Courts at the Circuit.	Deploy in the 10No. High Courts at the Circuit.

7.2.8 Strategic Program 8: Develop a Two Way USSD/SMS Solution

The ICT Unit of the Judiciary shall initiate and propose the development of a Two-way SMS solution through appropriate procedure. The efficiency of this application will be maximized through proper matching of end user requirements with full utilization of modern cellular hardware and software architectures for appropriate operation of the solution. **This will be completed in the FY2015/2016.**

7.2.9 Strategic Program 9: Develop and Implement Biometric Time Attendance System

The bottlenecks of delay and case backlog have also been associated with staff attendance to their official work stations. To improve this, a biometric time attendance system will be installed. This will track employee attendance, including when they clock in, when they clock out, and if they showed up when they were scheduled to work. The Uganda Judiciary expects to source for a Biometric Time Attendance System which uses foolproof technology to ensure the accuracy of attendance and it is hoped to be based on Finger scanner / Fingerprint Reader range technology which has been integrated with software solutions offered by various industry partners. This will be phased as below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Deploy in the Supreme Court and Court of Appeal	Deploy in the 8No. High Court Divisions and 20No. Circuits	Deploy in the 39No. Chief Magistrates Courts	Deploy in the 50No. Magistrates Grade 1 Courts	Deploy in the 50No. Magistrates Grade 1 Courts

7.2.10 Strategic Program 10: Develop an E-Library and Searchable Catalogue

The electronic library/ digital library solution refers to a focused collection of digital objects that can include text, visual material, audio material, video material, stored as electronic media formats (as opposed to print, micro form, or other media), along with means for organizing, storing, and retrieving the files and media contained in the library collection.

The Service of a web-based online e-Library and searchable catalogue will enable users to effectively employ electronic data by using an in-library network. new library service is expected to apply rapidly advancing data processing technology and networking technology, and it is also expected to become a highly convenient, epoch-making mode of service for the Uganda Judiciary. This will be phased as below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Study and Design	Procure and deploy.	Maintenance	Maintenance	Maintenance

7.2.11 Strategic Program 11: Mobile Internet Service (Modems) for distant Courts

The Uganda Judiciary plans to source for Mobile broadband Internet Services from a reputable Internet Service provider. The service will provide users in distant courts with high-speed wireless Internet connections and services designed to be used from arbitrary locations. It will enhance the computing capabilities of available notebooks, laptops, net books and other mobile communication devices within the Uganda. Maintenance of these modems will be a responsibility of the Judiciary. This will be phased as below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Provide and maintain modems to the 47No. Chief Magistrates and the 25No. Registrars. Maintain 85No. for the Hon. Justices.	Provide modems to the 175No. Magistrates Grade 1 and maintain all the available modems.	Maintain all the available modems.	Maintain all the available modems.	Maintain all the available modems.

7.2.12 Strategic Program 12: Unified Communications System (UC)

UC refers to the ability to integrate different types of communications including voice mail, e-mail, faxes, instant messages, and video conferencing into one common interface and/or repository. Here the Judiciary will be able to integrate or unify its typical business processes with both real-time communications (such as instant messaging/chat, presence information, telephony/ Voice over Internet Protocol (VoIP),

call control, and video conferencing) and non real-time communications (such as unified messaging - integrated voicemail, e-mail, SMS and fax). The priority here will be implementation of VoIP across its Court Stations that are connected to the Judiciary Local/Wide Area Network infrastructure. The Supreme Court, Court of Appeal, the High Court Divisions and the High Courts at the Circuits etc will be able to call one another using telephones implemented over the LAN/WAN infrastructure. This will be phased as below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Study and Design.	Procure and deploy in Supreme Court and Court of Appeal.	Procure and deploy in the 8No. High Court Divisions	Procure and deploy in the 10No. High Courts at the Circuits.	Procure and deploy in the 10No. High Courts at the Circuits.

7.2.13 Strategic Program 13: Settlement of Court Fees using Mobile Money

In consultation with the Uganda Revenue Authority (URA) as the collector of Government revenue, the Judiciary will implement the settlement of court fees using mobile money system. This will save on time to travel to the banks including the involved costs and the inconvenience of non working hours for the banks. Some litigants have been remanded in prisons due to the fact that they fail to pay court fees due to banks being closed. This will be implemented as follows:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Continue consultations with URA	Implementation	Implementation	Implementation	Implementation

7.2.14 Strategic Program 14: E-Justice Portal

The Judiciary sets the objective of creating an e-Justice Portal. It recognises that ICTs can play a key role in improving the way judicial systems work because they can facilitate legal practitioners' daily work and foster cooperation among legal authorities.

Standard documents used in these institutions will be availed via the Portal, responses to frequently asked questions, legal processes in each of the JLOS institutions. The beneficiaries include; Citizens that can get answers on how the 17 member JLOS Stakeholders operate, can get quick answers when dealing with real-life events such as divorce, death, litigation etc, Lawyers and judges can have access to legal databases through judicial networks etc. **This will be implemented in FY2015/2016.**

7.2.15 Strategic Program 15: Implement Enterprise WI-FI Solution for the Appellate Courts

Wi-Fi is the name of a popular wireless networking technology that uses radio waves to provide wireless high-speed Internet and network connections. With no physical wired connection between sender and receiver by using radio frequency (RF) technology, a frequency within the electromagnetic spectrum associated with radio wave propagation. When an RF current is supplied to an antenna, an electromagnetic field is created that then is able to propagate through space. The cornerstone of any wireless network is an access point (AP). The primary job of an access point is to broadcast a wireless signal that computers can detect and "tune" into. In order to connect to an access point and join a wireless network, computers and devices must be equipped with wireless network adapters. Wi-Fi will be installed in the Courts of Record (Supreme Court, Court of Appeal and the High Courts). This will provide access to internet on a number of devices e.g smart phones, iPads, laptops that will easy communication, internet legal research and data sharing. **This will be implemented in FY2015/2016.**

7.2.16 Strategic Program 16: Implement Cloud Computing for the Appellate Courts

Cloud computing is a model for enabling ubiquitous network access to a shared pool of configurable computing resources. Cloud computing and storage solutions provide users and enterprises with various capabilities to store and process their data in third-party data centres. It also focuses on maximizing the effectiveness of the shared resources. Cloud resources are usually not only shared by multiple users but are also dynamically reallocated per demand. It will be implemented in the Supreme Court and the Court of Appeal/Constitutional Court where a quorum of Hon. Justices shares

documents pertaining to a case the quorum is handling including simultaneously read and write tasks. Figure 9 below summarises the Cloud Computing Infrastructure. **This will be implemented in FY2015/2016.**

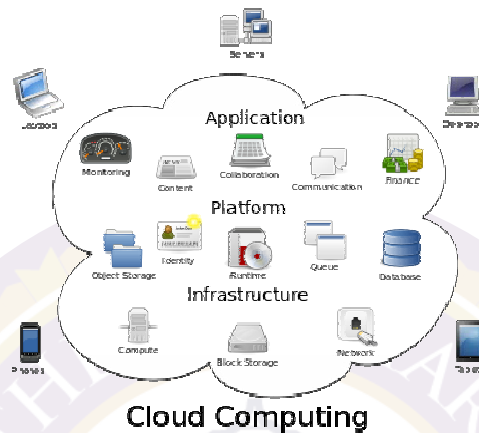


Figure 9: Cloud Computing Infrastructure

7.2.17 Strategic Program 17: Implement Electronic Display Boards at all the Appellate Courts

As a means of information dissemination to the Court users and the public in general, the installation of the E-Display Boards will be rolled further to the High Court Divisions, High Courts at the Circuits and the Chief Magistrates Courts. Information to be displayed includes; Cause Lists, Court processes and procedures, court fees etc. The implementation will be phased as below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Finalise deployment in the Supreme Court and Court of Appeal.	Procure and deploy in 8No. High Court Divisions and 20No. High Courts at the Circuits.	Procure and deploy in 13No. Chief Magistrates Courts at the High Court Circuit Headquarters.	Procure and deploy in 13No. Chief Magistrates Courts	Procure and deploy in 13No. Chief Magistrates Courts

7.2.18 Strategic Program 18: Popularize the Use of Uganda Legal Information Institute (ULII)

The of Uganda Legal Information Institute (ULII) with the URL: www.ulii.org is an internet facility that provides the public with legal information relating to Uganda, with a view of promoting and supporting the rule of law. ULII publishes public legal information- that is decisions of courts, legislation and some publicly available secondary legal materials created by public bodies for purposes of public access, for example the Justice Law and Order Sector(JLOS), the Uganda Law Reform Commission and the Uganda Law Reform Commission (ULRC). Means of access to this facility by all Judicial officers through provision of hardware (desktops, laptops etc) including internet will be high on the agenda during this 5 year period of the strategy.

This will be implemented as follows:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Implementation	Implementation	Implementation	Implementation	Implementation

7.2.19 Strategic Program 19: Install a Closed-Circuit Television (CCTV) Surveillance System

In a bid to enhance Security and the Staff Code of Conduct, the Judiciary will procure and install a Closed-Circuit Television (CCTV) Surveillance System as a means to facilitate the providence of evidence and surveillance which can include security monitoring to detect incidents, enforcing exclusion orders, record events for use as evidence and to inform investigations, directed surveillance of suspected offenders and deterrence of criminal activity at different Court Stations Registries. Deployment will be Phased with Phase 1 focusing the most busy registries starting with High Court Kampala – Registries of Civil, Anti-Corruption, Criminal, Execution and Bailiffs, Land, Family and Commercial; Chief Magistrates Court Registries of Entebbe, Makindye, Nabweru, Nakawa, Buganda Rd, Mengo, and Law Development Centre Court. This will be implemented as below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Deploy in 14No. Court Registries:	Deploy in the Supreme Court, Court of Appeal and the remaining High Court Divisions and 20No. High Courts Registries at the Circuits.	Deploy in 13No. Chief Magistrates Courts Registries.	Deploy in 13No. Chief Magistrates Courts Registries.	Deploy in 13No. Chief Magistrates Courts Registries.

7.3 PILLAR 3: Reliable Hardware Infrastructure

Strategic Goal 1: *Create and Maintain Reliable Hardware Infrastructure*

Under this Strategy, Courts of Judicature has endeavoured to acquire and install some ICT Equipments. Through the continuous monitoring, reports indicate that some of the hardware infrastructure is fully functional like the Court Recording and Transcription system, Judiciary LAN/WAN Infrastructure, Desktop Computers, while some other pieces of equipment have become obsolete and they require replacements. As a matter of fact, ICT efforts have been made to procure and maintain latest and relevant ICT equipment. In the future, Court of Judicature will have to ensure that all obsolete equipments are disposed off immediately with the guide from PPDA and replacements be purchased and delivered in a synchronized way. The following are some of the strategic programs under this Goal.

7.3.1 Strategic Program 1: Provide adequate Desktop Computers

The current coverage of computers to staff is staff (those that use computers as a tool of their day today work) is 45% and the percentage coverage of computers to Court

Stations is 52%. This strategy will aim at 90% staff with computers and 100% for court station coverage (i.e provide at least a computer set to each court station). Laptop computers will be provided to each of the Judicial Officers. This will enhance data processing, judgement writing, CCAS management including communication. This will improve efficiency in the administration of justice. This will be phased as below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Procure and deploy in 100No. desktop computers, Accessories and software.	Procure and deploy in 100No. desktop computers, Accessories and software.	Procure and deploy in 100No. desktop computers, Accessories and software.	Procure and deploy in 100No. desktop computers, Accessories and software.	Procure and deploy in 100No. desktop computers, Accessories and software.

7.3.2 Strategic Program 2: **Provide all Judicial Officers with Laptop Computers.**

Laptop computers enable cooperate working with the advantage of access to your office away from office

The current coverage of laptop computers to Judicial Officers (Hon. Justices, Registrars and Magistrates) is only 30% mostly covering some of the Hon. Justices, Registrars and the Chief Magistrates. This will be phased as below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Procure and deploy in 47No. Laptops for Chief Magistrates	Procure and deploy in 60No. Laptops to replace old ones for the Hon. Justices & 30No. for Chief Magistrates.	Procure and deploy in 150No. Laptops for Magistrates Grade 1 & 2 – 1 st Batch (215No. G1s & 59No. G2s).	Procure and deploy in 124No. Laptops for Magistrates Grade 1 & 2 – 2 nd Batch (215No. G1s & 59No. G2s).	Procure 30No. to replace damaged Laptops

7.3.3 Strategic Program 3: Provide LAN/WAN connectivity between all Judiciary Locations

Courts of Judicature has a functional and efficient Local Area Networks (LANs) and Wide Area Network (WAN). Apparently all the High Court Circuits are connected to the Judiciary LAN/WAN network backbone. Currently, the LAN/WAN coverage is only 40% (Supreme Court, Court of Appeal/Constitutional Court, High Court Divisions and the High Courts at the Circuits and 17No. Chief Magistrates Courts). However, during the 5 year period, with the support of NITA, the LAN/WAN will be extended to cover the remaining 22No. Chief Magistrates Courts and 55No. out of the 175No. Magistrates Grade 1 Courts with be connected. Connectivity will be provided through the National Backbone Infrastructure (NBI) managed by the National Information Technology Authority – Uganda (NITA). The implementation will be phased as follows:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Install LAN/WAN in 7No. New High Courts at the Circuits.	Install LAN/WAN in 10No. Chief Magistrates & 10No. Grade 1 Courts.	Install LAN/WAN in 5No. Chief Magistrates & 15No. Grade 1 Courts.	Install LAN/WAN in 5No. Chief Magistrates & 15No. Grade 1 Courts.	Install LAN/WAN in 2No. Chief Magistrates & 15No. Grade 1 Courts.

7.3.4 Strategic Program 4: Carryout Repairs and servicing of ICT Systems including computers

In order to keep the ICT System including computers in a serviceable condition, the Judiciary will carry out periodic servicing and maintenance of its systems that include LAN/WAN infrastructure, the computers and their peripheral including their repairs. This is a recurrent task throughout the 5 year period.

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Implementation	Implementation	Implementation	Implementation	Implementation

7.3.5 Strategic Program 5: Maintenance of Judiciary ICT Infrastructure, Systems and Support Services

The Judiciary has already installed ICT infrastructure, Systems and support services that need be carried out. These include the monthly settlement of Internet and data connectivity services, staff ICT inspection for monitoring and evaluation, ICT system consumables like printer toners cartridges etc. These maintenance and support services will be executed throughout the year. This is a recurrent task throughout the 5 year period.

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Implementation	Implementation	Implementation	Implementation	Implementation

7.3.6 Strategic Program 6: Upgrade the Judiciary LAN/WAN Infrastructure

The Judiciary LAN/WAN installed in 1997 will frequently undergo periodic upgrade to newer hardware and software platforms. The exchange system will be upgraded from MS. Exchange 2003 to MS. Exchange 2013, Firewall from Threat Management Team to Cyberoam Server OS from Ms. Server 2003 to Ms. Server 2012 etc. The implementation will be phased as follows:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Upgrade the ICT Backbone and Security Infrastructure at the Main ICT Server Room Courts.	Upgrade the ICT Backbone and Security Infrastructure at the Supreme Court and Court of Appeal.	Upgrade the ICT Backbone and Security Infrastructure at the 8No. High Court Divisions.	Upgrade the ICT Backbone and Security Infrastructure at the 13No. High Court at the Circuits.	Upgrade the ICT Backbone and Security Infrastructure at the 13No. Chief Magistrates Courts.

7.3.7 Strategic Program 7: Provide Solar Energy to Court Stations

Reliable Power supply in Uganda judiciary is a nightmare; this not only affects the operations of ICT equipments but also delays justice. Variations in power supply represent a significant danger for ICT equipment especially UPSs which affects the entire computer system. In order to mitigate power interruptions, some Judiciary stations have been provided with generators for buildings Generators with low capacities and not automatic, is not an optimal solution for preventing computers against this risk. This solution is relatively expensive and not so efficient.

Procurement of solar panels to cover all connected stations should be looked at. This step will ensure proper electricity for all desktop equipment (computers, monitors and printers). In addition, Judiciary should also consider the supply of a Central UPS system in each judiciary building. This Strategy will cover a total of 10No. High Courts including Chief Magistrates Courts at the Circuits namely:- Jinja, Mbale, Soroti, Masaka, Mbarara, Kabale, Lira, Gulu, FortPortal and Mubende.

The implementation will be phased as follows:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Procure 2No.	Procure 2No.	Procure 2No.	Procure 2No. Circuits	Procure 2No.

7.4 PILLAR 4: Adequate Software Platforms and Tools

Strategic Goal: *Choose satisfactory Software Platforms and Tools in Accordance with Needs of the Uganda Judiciary.*

The Government of Uganda through the NITA –U signed an Agreement with Microsoft within which the Government of Uganda will purchase Microsoft Software Licences at subsidized costs directly from Microsoft.

7.4.1 Strategic Program 1: Acquisition of Application and Operating Software

The Government of Uganda through the NITA –U signed an Agreement with Microsoft within which the Government of Uganda will purchase Microsoft Licences at subsidized costs directly from Microsoft. Negotiations are in advanced stages with other software vendors like oracle. Once concluded, the Government will purchase in bulk and enjoy the lower prices of such software. This will be implemented as in the table below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	100No. Microsoft OS and Microsoft Office Licenses	100No. Microsoft OS and Microsoft Office Licenses	100No. Microsoft OS and Microsoft Office Licenses	100No. Microsoft OS and Microsoft Office Licenses	100No. Microsoft OS and Microsoft Office Licenses.

7.4.2 Strategic Program 2: Software Upgrades

Software Suppliers periodically update software because of changes in technology, changing user demands and increased functionality. Software upgrades will be applied where necessary as the Judiciary ICT Department sees fit. For example upgrade from Exchange server 2003 to Exchange 2013 Where it has been determined necessary to upgrade, user and system testing will take place to ensure compatibility with the existing systems. This will be implemented as in the table below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task		50No. Microsoft OS Licenses	50No. Microsoft OS Licenses	50No. Microsoft OS Licenses and Exchange Server	50No. Microsoft OS Licenses

7.4.3 Strategic Program 3: Open Source Software

While there might be a hindrance to acquisition of Software due to limitation of resources, the Judiciary ICT Division has considered Open Source Software. Most of Judiciary upcoming In-House Applications/Solutions tailor-made to meet user needs have and shall be developed and run on Open Source Software Platforms e.g Mysql.

The Judiciary will partner with Training Institutions in the development of these open source application for the administration of justice. The implementation of this will be throughout the 5 year strategy period.

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Implementation	Implementation	Implementation	Implementation	Implementation

7.5 PILLAR 5: Security of ICT Systems

Strategic Goal: *Provide a secure ICT infrastructure that is 99% reliable and available.*

The primary role for any ICT function is to provide a secure ICT infrastructure that supports the business in its day – to-day activities. A secure ICT infrastructure is defined as one that delivers levels of Confidentiality, Integrity and Availability that are appropriate to the value the business puts on its data.

Confidentiality ensures that the data remains private, with access limited to those who are authorized to view or use it. Integrity refers to the trustworthiness of data; has it been modified deliberately or by accident, does it come from a trustworthy source, was it input correctly in the first place. Availability refers to the timely and reliable access to data and systems for authorized users. Whereas data confidentiality and integrity may be important to specific business units, availability affects everyone.

7.5.1 Strategic Program 1: Carry out ICT Forensic Audit and Recommendation

ICT Forensic is a several-phase process. First, the systems should be assessed, and vulnerabilities or security gaps identified. The assessment results should be collected in a detailed report, that contains an action plan with short-, medium-, and long-term security measures to take. Vulnerabilities and patterns relating to web application security. However, these vulnerability scanners do not detect unknown or less-known vulnerabilities in specific web applications. This will be implemented as in the table below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task		Carry out the Forensic Audit	Implement the Recommendation	Implement the Recommendation	

7.5.2 Strategic Program 2: Ensure Physical Security of Server Rooms

Physical security is the application of physical and technical protective measures to prevent unauthorized access to the server rooms of ICT. Physical security measures shall be designed to; deny surreptitious or forced entry by an intruder, to deter, impede and detect unauthorized actions, to allow for segregation of personnel in their access to the server rooms on a need-to-know basis. These can include one or more of the following: a perimeter barrier, intrusion detection systems (IDS), access control, CCTV. The implementation will be phased as follows:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Implement at 1No. Main Sever Room	Implement at Supreme Court and Court of Appeal	Implement at 8No. Server Rooms at the High Court Divisions	Implement at 20No. Server Rooms at the High Courts at the Circuits	

7.5.3 Strategic Program 3: Conduct ICT Security Awareness Training

ICT security is the application of measures to ensure that access to the Judiciary ICT is granted only to individuals who have a need-to-know, been briefed on the security rules and procedures and have acknowledged their responsibilities.

In particular all personnel involved in the life-cycle of the Computer Information System (CIS), including users, shall understand:

- a. that security failures may significantly harm the CIS;
- b. the potential harm to others which may arise from interconnectivity and interdependency; and
- c. Their individual responsibility and accountability for the security of CIS according to their roles within the systems and processes.

To ensure that security responsibilities are understood, an education and awareness training shall be mandatory for all personnel involved, including senior management and CIS users. The implementation of this will be throughout the 5 year strategy period.

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Implementation	Implementation	Implementation	Implementation	Implementation

7.5.4 Strategic Program 4: Set-Up and Operationalize the Backup and Disaster Recovery Site

The Judiciary currently maintains a warm Backup and Disaster Recovery site set up in 2009. The current equipment is obsolete and needs replacement. A hot Backup and Disaster Recovery site is planned in order to minimise the downtime. The business operations will be restored within a few hours. The implementation of this will be throughout the 5 year strategy period.

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task			Design and Implement the BackUp and	Maintenance of the Site	Maintenance of the Site

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
			Disaster Recovery Site		

7.6 PILLAR 6: Human Resource

Strategic Goal: *Appropriate In-House Work Force needed for implementation of the ICT Strategy.*

In order to conduct successful ICT projects in Judiciary it is necessary to have a variety of knowledge and skills on the disposal throughout project life cycles. To build this Pillar and to achieve the Strategic Goal 6. The Strategy will initiate and perform the following Strategic Programs:

7.6.1 Strategic Program 1: Establish and Appropriate Organizational Structure for the ICT Function

The restructuring process in 1998, the ICT function was levelled to a Section headed by a Principal Officer with only 10No. approved positions of ICT Personnel (1No. Computer Programmer and 9No. Systems Administrator) and 3No. Computer Operators and 10No. Data Entry Clerks. This structure is currently inadequate in terms of the level of ICT representation at the Judiciary top strategic planning level and also in the number of ICT personnel to provide adequate technical support to users and maintain the ICT applications and services in all courts across the country.

Currently, the Judiciary has a total of 823No. desktop computers, 56No. Computer Servers, a LAN/WAN covering 24No. LANS (each LAN with and independent Router, Switch(s), Server(s)). The LAN/WAN infrastructure includes a domain (judicature.go.ug), Mail Server, A Centralised Anti Virus Management System and a firewall Mail. These characteristics fulfil the conditions for the Judiciary to be referred to as a Giant Ministry or Agency to be headed by a Commissioner as per the definitions spelt out in the report on the Institutionalisation of the ICT Function in the Government

Ministries, Departments and Agencies the Ministry of Information and Communications Technology. Most of the available staff are on contract terms of service. There is need to employ staff on permanent employment terms to avoid staff turnover.

The Judiciary ICT human resources need to be maintained commensurate with the changes in the technology infrastructure and the Judiciary business processes environment. **Figure 10** below summarises the appropriate structure for the ICT function in the Judiciary.

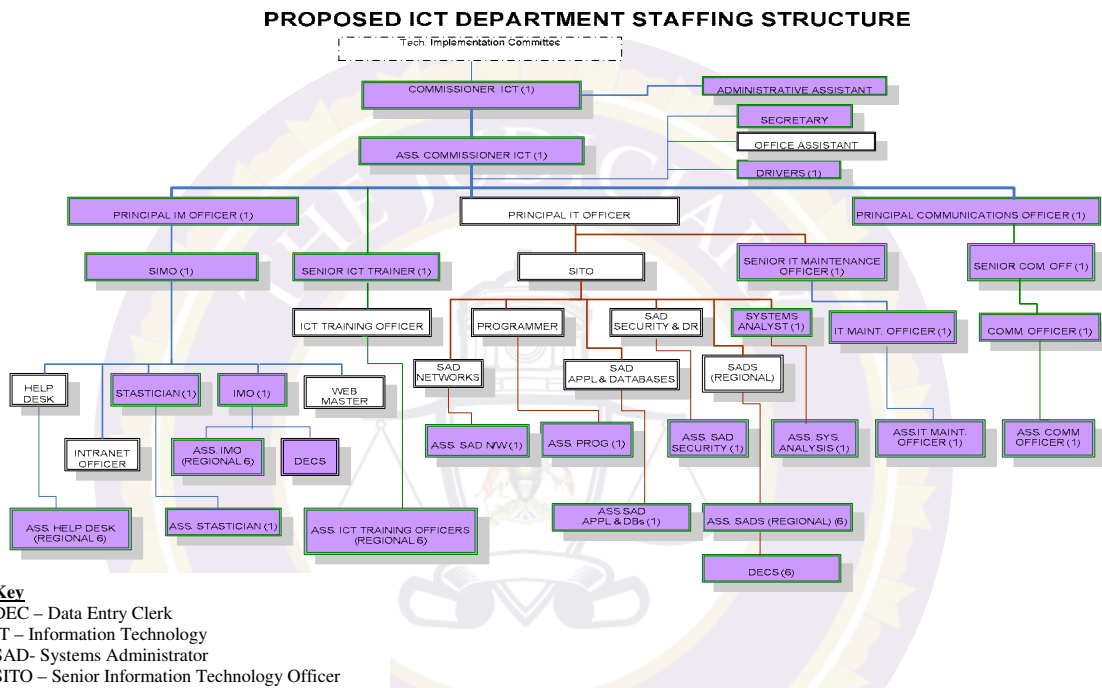


Figure 10: Proposed ICT Function Structure

Note: the position highlighted with purple are still vacant, with the required number of staff needed

7.6.2 Strategic Program 2: **Develop and Implement ICT Training Program for the ICT Professional Staff**

ICT staff are responsible for the development, management and support of the Judiciary ICT infrastructure and systems that include; Wide area networks (WANs) and Local area networks (LANs) that link the operational systems within healthcare organizations, the hardware e.g. desktop computers, printers, software systems e.g. email systems, applications and systems used for data management etc.

The ICT revolution is surrounding us everywhere. The workplace is no exception. Learning challenges originating from frequent ICT changes cannot be considered just a generational issue as these technologies possess cognitive characteristics that make learning them a non-trivial effort. Frequent changes witnessed presently add another layer of difficulty with almost constant knowledge obsolescence and knowledge update requirements. The Judiciary will design and fund ICT Training to its Technical Staff in short courses like MCITP, CISSP, CCNA, CCNP etc. This will be implemented as below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Professional Training for 5No. ICT Technical Staff.	Professional Training for 5No. ICT Technical Staff.	Professional Training for 5No. ICT Technical Staff.	Professional Training for 5No. ICT Technical Staff.	Professional Training for 5No. ICT Technical Staff.

7.6.3 Strategic Program 3: Develop and Implement ICT Training for all Staff

System Users are an integral part of any Computer System. The 3 Ps (Product, Processes and People) need to work together for the efficiency and effectiveness of the ICT System. Staff need to be trained on the use of the technology introduced so as to be able to use it effectively. An ICT Training Needs Assessment will be carried out to enable the drafting of an appropriate training program for the different categories of staff. This will be implemented as below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task	Conduct an ICT Training Needs Assessment & Draft the relevant ICT Training program	Implement the ICT Training Program	Implement the ICT Training Program	Implement the ICT Training Program	Implement the ICT Training Program

7.6.4 Strategic Program 4: Research, Innovation and Skills Development

ICTs underpin innovation and competitiveness across private and public sectors and enable scientific progress in all disciplines. The Judiciary will advance research and innovation in the following five areas summarised in **Figure 11** below in order to promote efficiency and effectiveness its operations.



Figure 11: Judiciary's Areas for Research and Innovation

7.7 PILLAR 7: Statistical and Management Resources and Capabilities

Strategic Goal: Provide accurate statistical reports based on real time data available on Uganda Judiciary court performance.

Uganda Judiciary considers to be of extreme importance to ensure data quality throughout implementation of Web based CCAS. In order to ensure that future statistical reports are accurate, the Judiciary will actively monitor implementation efforts and will undertake all necessary steps to monitor and ensure quality of data and statistical reports.

Uganda Judiciary expects that significantly better overview of the situation in the Ugandan courts, as well as the Judiciary's ability to react timely and proactively with its decisions, will become available with introduction of ICT in the entire Judiciary. Specific Strategic Programs which will be initiated within this Pillar are:

Currently in the Uganda Judiciary, data gathering is labour intensive job, while statistical reports are limited in quantity, quality and availability. One of the principal goals of the ICT Strategy is to change the current situation. Data and statistical reports have to become widely available and to be based on real time data. A precondition for it will be successful development and implementation of the Web based Court Case Management System (CCAS) that will have a centralised data processing capability of all case data in the Uganda Judiciary.

7.7.1 Strategic Program 1: Significantly increase reporting potential on Judiciary Court Performance

One of the foremost goals of the ICT Strategy is to transform the current situation as regards statistics collection and submission. Currently every Court has its own database and thus decentralization of Data which pauses. However with the change in technology

from desktop Application to a web-based System, statistical reports will become broadly available and based on real-time data.

7.8 PILLAR 8: Sponsorship and Supportive Decision Making

Strategic Goal: Judiciary of Uganda actively involved in ICT financial aspects, monitoring of ICT results

The Judiciary of Uganda sets up clear goals, as well as expectations of what improvements and increases in transparency and efficiency are to be expected. The achievement of this ICT Strategy will not be possible without significant financing. COJ will have to put a significant effort in getting funding for execution of this Strategy and throughout its implementation to demonstrate that results are achieved. Specific Strategic Programs to be addressed within this theme are:

7.8.1 Strategic Program 1: Ensure adequate financing for execution of the ICT Strategy through increments in ICT Budget and Development Partners.

The ICT Strategy has an ultimate goal not only for e-Justice for All, but also to strengthen rule of law and in that way increase trust of citizens and donors. The achievement of overall objectives of the ICT strategy substantial financing will be needed, but at the same time increase in productivity of courts, improved transparency is impossible without investing in ICT. The ICT Section will present the ICT Strategy to the Technology Committee and Senior Management and will seek their support. At the same time, the ICT department is realistic about the level of financing which the Government of Uganda can ensure for this purpose and financing can also be sought form other external sources. The ICT Department will prepare projections of total costs for implementation planning in the Judiciary. These projections will be presented to the stakeholders to seek their input.

7.8.2 Strategic Program 2: Transport for ICT Department

The Judiciary has Court Stations all over the country as summarised in the Figure 12 below showing the locations of the High Court Circuits. There is need for quick ICT technical support to the users of the ICT System. The ICT department is constrained in the area of transport. It is envisaged that 1No double cabin pick up can be used to cover each region (East, West, North and South) thus the need for 4No. Double Cabin Pick-Ups. This will be implemented as below:-

FY	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
Task		Procure 1No. Pick-Up Double Cabin	Procure 1No. Pick-Up Double Cabin	Procure 1No. Pick-Up Double Cabin	Procure 1No. Pick-Up Double Cabin

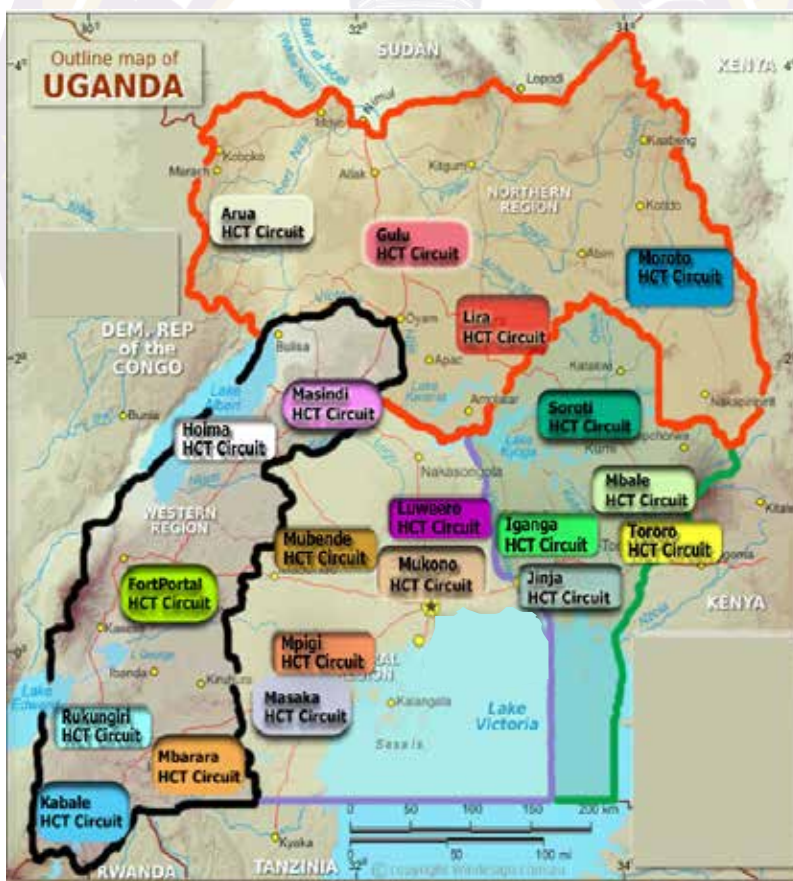


Figure 12: Map of Uganda Showing the High Court Circuit Locations

7.9 PILLAR 9: Analytical, Development and Implementation Methodologies

Strategic Goal : The Judiciary of Uganda actively involved all Stakeholders in ICT Solutions (Software) development

7.9.1 Strategic Program 1: Establish Business Process Analysis Methodologies Established by NITA-U

Essential precondition for quality development of software applications is performance of business Process analysis. The Judiciary will seek that the business process analysis for the future software solutions be performed by the Judiciary in-house resources and strong involvement of the end users through work of the User Group Business process analysis will be the first step in the new development cycle procedure which will be used by the Judiciary. Business process analysis in consultation with the User Group will identify problems, bottlenecks or implements in the first step of the design process. In the next step, working together with software development specialists, it will be in charge of development of functional specifications which will be the “request order” for developers and programming. NITA-U has developed the Information Technology Project Management Methodology (ITPMM) set that will be applied during the process.

7.9.2 Strategic Program 2: Develop Software Applications in accordance with the Technical Standards

All future software development in Uganda has to be performed based on the functional specifications developed by the business process analysts and approved by the User group. Before starting the development, timeline and deadlines for development of some or all functionalities will have to be established. Development of software has to be performed in accordance with good engineering practices and with software development tools approved. ICT manager has to ensure that at any moment development is performed in accordance with development and security standards.

This includes precise

Documentation and explanations of code development and technique used which can enable instantaneous transfer of work to other developers in case of changes in human resources. ICT manager in cooperation with Documentation / Knowledge Management Specialist will ensure that at all the times full and complete documentation is available on each and every step of software development. A copy of source code of each application in use in the Uganda judiciary will have to be stored off-site in accordance with the ICT security standards.

8.0 IMPLEMENTATION MECHANISM

For the smooth implementation of the Strategy, the following will be adopted:-

8.1 Governance of Enterprise IT

The Judiciary will adopt COBIT⁵ which is an integrated framework for management and governance of enterprise IT. Optimal value can be realized from leveraging COBIT only if it is effectively adopted and adapted to suit each enterprise's unique environment. Each implementation approach will also need to address specific challenges, including managing changes to culture and behaviour. **Figure 13** provides an implementation life cycle for use of COBIT to address the complexity and challenges typically encountered during implementations. The three interrelated components of the life cycle are the:

- i. Programme Management which involves the processes of initiation of any IT project (the outer ring of the figure.)
- ii. Enablement of change—addressing the behavioral and cultural aspects (the middle ring of the figure.) Successful implementation depends on implementing the appropriate change in the appropriate way focusing on managing the human, behavioural and cultural aspects of the change and motivating stakeholders to buy into the change.

- iii. Core continual improvement life cycle—This will involve a focus on continuously improving any achievements gained.

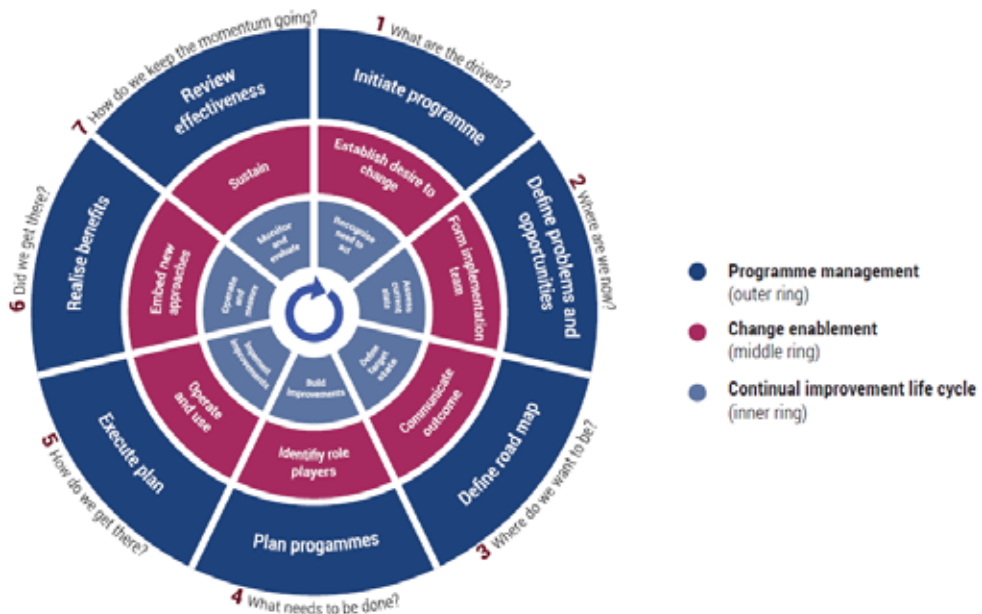


Figure 13: COBIT 5 Implementation Life Cycle as adopted from ISACA

8.2 Monitoring and Evaluation Framework

The implementation, monitoring and evaluation of the Judiciary ICT Strategy shall be the responsibility of the Judiciary ICT/Law Reporting Committee in collaboration with JLOS institutions, other government agencies and the judicial service users. The Committee will develop and put in place a coherent participatory monitoring and evaluation framework (including performance indicators and targets) for assessing performance of the Judiciary ICT 2015 – 2020 Strategy. A mechanism for evaluating the impact of the ICT strategy on the overall performance of the Judiciary will be required. In this regard mechanisms should be put in place to:

- i. Ensure that Judiciary ICT 2015 – 2020 strategy activities are fully in line with the Judiciary ICT policy and the overall national ICT policy and other development frameworks of the country. This will lead to adequate inclusion

of the proposed Judiciary ICT activities in the Judiciary, JLOS and national plans and budgets;

- ii. Ensure that the Judiciary and its partners meet the roll-out obligations and service expansion targets. This will lead to improved access to judicial services;
- iii. Ensure that the clients (system users and justice seekers) concerns and complaints are properly attended to at all levels, to improve their satisfaction; and
- iv. Encourage all Judiciary ICT applications and service to take necessary measures that ensure data and information security at all times. This is particularly in view of guarding against the cyber terrorist activities.

8.3 Implementation Risk and their Mitigation Measures

During the Strategy implementation process, the risks summarised in the table below are likely to be encountered.

Table 6: Strategy Implementation Risk and their Mitigation Measures

S/No.	Risk	Impact, if risks materialise	Mitigation measure(s)
1.	Lack of consistent and continued Judiciary Top Management Support	The strategy programmes will lose priority and hence not implemented.	<ol style="list-style-type: none"> i. Involvement of the Top Management in the Strategy formulation for initial support ii. Continued feed back to the Top Management on the progress of the Strategy implementation
2.	Non-availability of Funds	<ol style="list-style-type: none"> i. Non implementation of the Strategic Programs ii. Non implementation of Strategic Program interdependencies 	<ol style="list-style-type: none"> i. Vigorous and Continued lobbying of funding. ii. Sequencing of the Programs so that highest priority are executed first to deliver quick results.
3.	Delay in Implementation	Stakeholders may loose interest	An appropriate Strategy Work Plan indicating when each program would be executed has been drawn.
4.	Lack of Strategy ownership	The Strategy may suffer if there is inadequate participation from the Stakeholders.	Collective Strategy ownership should be emphasised at the Strategy formulation and implementation.

8.4 Critical Success Factors

In order for the Judiciary to realise successes in the implementation of the Judiciary ICT Strategy 2014 – 2018, below are some of the key critical success factors to be observed.

They include;

1. **Leadership**: a need for both high level political and technical support and leadership is a prerequisite.
2. **Attitudinal change through persuasion and sensitization** – Awareness about the benefits of ICT in Judicial service delivery and access is going to be critical.
3. **Governance Mechanisms**: Setting up an adequate ICT institutional structure for ICT implementation will be important.
4. **Citizen-Centric Approach**: Designing and implementing Judicial ICT applications and services focusing on user and citizen needs.
5. **Collaborative Relationships**: Creating synergies to share resources and optimize the economies of scale.
6. **Policy, Legal and Regulatory Frameworks** are critical in order to create an enabling environment for ICT implementation in the Judiciary.
7. **Technology Architecture**, Interoperability and Standardization will require harmonization and coordination.
8. **Information Management and Security** aspects should be adequately addressed.
9. **Existing ICT infrastructure** should be improved and expanded
10. Planning, Budgeting, Monitoring and Evaluation should be strengthened
11. **Lobbying and Advocacy** program is necessary.

9.0 INVESTEMENT AND IMPLEMENTATION WORK PLAN

9.1 Funding Framework of the Strategy

ICT has been identified as one of the key priority sectors to spur socio-economic development of the country as stated in the National Development Plan and Vision 2040. The Judiciary too recognises the important role ICT plays in the administration of justice and now the need for e-Justice. However, despite these recognition, the ICT in the Judiciary remains under funded. ICT in the Judiciary has mainly been supported by DANIDA, the Justice Law and Order Sector (JLOS), the Irish Government, the Korean Government and the Government of Uganda.

9.2 Cost of the Judiciary ICT Strategy 2015 - 2020

All the identified strategic programs have been costed and the recourse requirement for executing this Judiciary ICT Strategy 2015 – 2020 has been estimated at UShs. 60,244,800,000/= (UShs. 60.245bn) over the next 5-Year period. This cost translates to UShs. 12,048,960,000/= (UShs. 12.05bn) on average annually.

The figures 14 and 15 below illustrates the financial requirement per pillar and Financial Year requirement respectively for the Judiciary ICT Strategy 2015 - 2020.

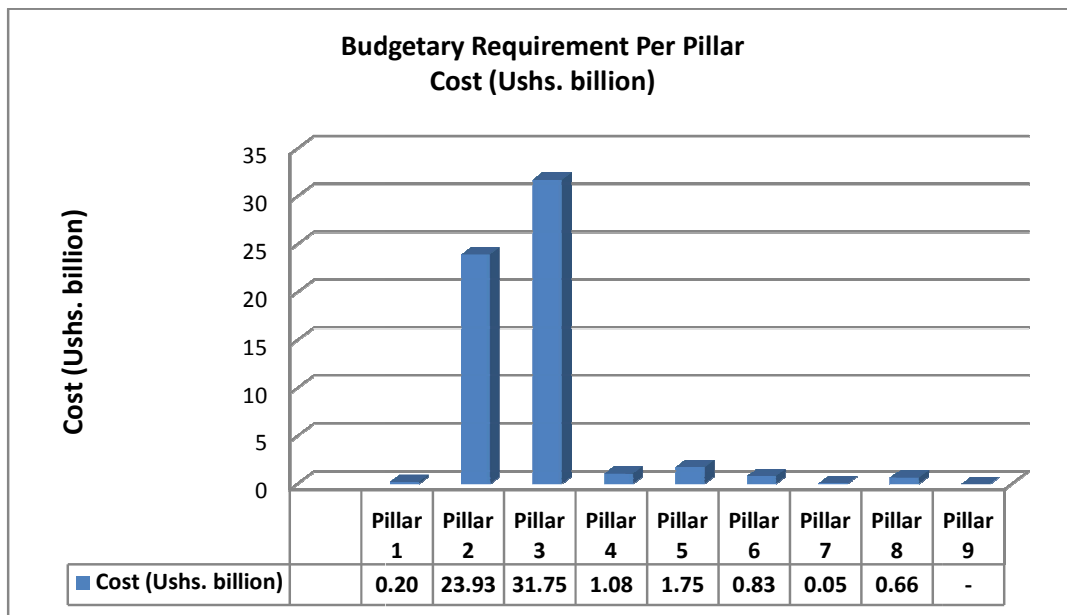


Figure 14: Financial Requirement per Pillar

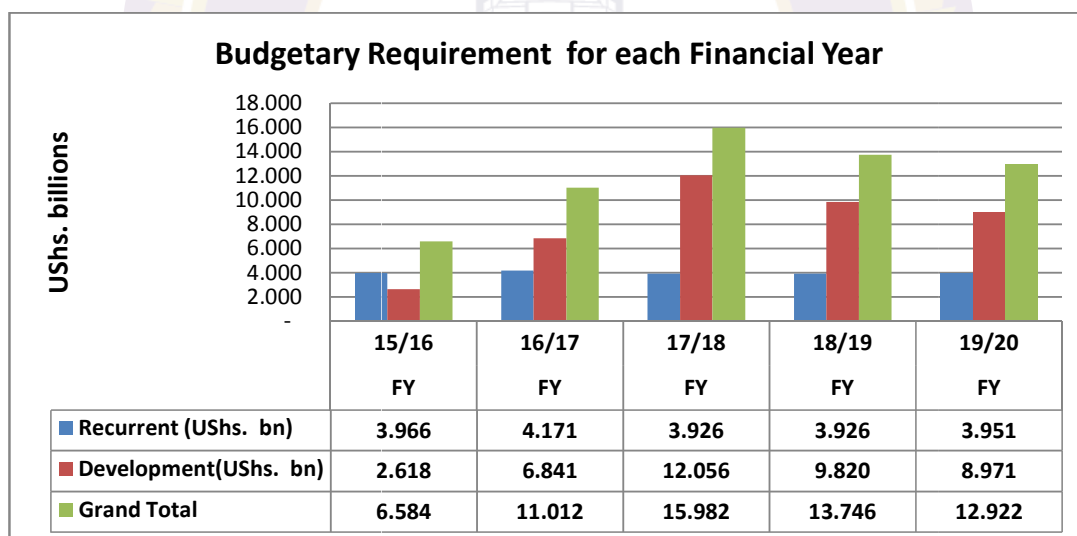


Figure 15: Budgetary Requirement (Recurrent & Development) per Financial Year

9.3 Financing Strategy for the Judiciary ICT Strategy 2015 - 2020

For the Strategy Vision, Mission, objectives and programs to be realised, there is need for timely and adequate resources. To raise the required budget of UShs. 60.245 billion

over the next 5 years, there is need for rigorous application of various funding models that include:-

- vi. Government support through budgetary provisions
- vii. Support from Development Partners
- viii. Sector Support from the Justice, Law and Order Sector (JLOS)
- ix. Foreign Direct investment; and
- x. Public, Private Partnership (PPPs)



9.3 Implementation Work Plan

Table 7: Strategy Implementation Work Plan

S/No.	Strategic Program	Pillar	Nature of Program (Development/ Recurrent)	Estimated Cost (UShs. '000'000)	Implementation Period and Cost				
					FY 15/16 Cost (UShs. mn)	FY 16/17 Cost (UShs. mn)	FY 17/18 Cost (UShs. mn)	FY 18/19 Cost (UShs. mn)	FY 19/20 Cost (UShs. mn)
1	Review of the Judiciary ICT Policy	1	Recurrent	80	80				
2	Amend the Evidence Act and the Criminal Procedure Code for E-Evidence via Video Link Technology	1	Recurrent	10	10				
3	Laws to Support Court Recording and Transcription	1	Recurrent	10	10				
4	Revise the Existing Laws to support e-Filing	1	Recurrent	10	10				
5	Develop a Back Up, Disaster Recovery and Business Continuity Strategy	1	Recurrent	80	80				
6	Laws to Paperless Judiciary	1	Recurrent	10	10				
7	Develop and Implement a USSD/SMS Solution	2	Recurrent	20	20				
8	Settlement of Court Fees using Mobile Money Services	2	Recurrent	0	0				
9	Design and Implement an E-Justice Portal	2	Recurrent	50	50				
10	Implement WI-Fi Solution for the Appellate Courts	2	Recurrent	90	90				

S/No.	Strategic Program	Pillar	Nature of Program (Development/ Recurrent)	Estimated Cost (UShs. '000'000)	Implementation Period and Cost				
					FY 15/16 Cost (UShs. mn)	FY 16/17 Cost (UShs. mn)	FY 17/18 Cost (UShs. mn)	FY 18/19 Cost (UShs. mn)	FY 19/20 Cost (UShs. mn)
11	Popularize the use of ULLI	2	Recurrent	75	15	15	15	15	15
12	Carryout Repairs and Servicing of Judiciary ICT Systems including Computers (Yearly 100m/month X 12 X 5Years)	3	Recurrent	6,000	1,200	1,200	1,200	1,200	1,200
13	Maintenance of the Judiciary ICT Infrastructure, Systems and Support Services (200m/month X 12 X 5Years)	3	Recurrent	12,000	2,400	2,400	2,400	2,400	2,400
14	Implement Open Source Software	4	Recurrent	200	50	50	50	50	50
15	Conduct ICT Security Awareness Training 50m @ year	5	Recurrent	250	50	50	50	50	50
16	Establish appropriate Organisation Structure for the ICT Function in the Judiciary (Establish ICT Department)	6	Recurrent	0	0	0	0	0	0
17	Training Programme for the ICT Professional Staff (50No. Professional Staff @5m each)	6	Recurrent	125	25	25	25	25	25
18	Develop and Implement ICT Training Programme for the all Staff	6	Recurrent	450	50	100	100	100	100
19	Research, Innovation and Skills development (50m @ year) – Attachment to Software and Hardware Vendors	6	Recurrent	250	50	50	50	50	50

S/No.	Strategic Program	Pillar	Nature of Program (Development/ Recurrent)	Estimated Cost (US\$. '000'000)	Implementation Period and Cost				
					FY 15/16 Cost (US\$. mn)	FY 16/17 Cost (US\$. mn)	FY 17/18 Cost (US\$. mn)	FY 18/19 Cost (US\$. mn)	FY 19/20 Cost (US\$. mn)
20	Significantly increase the Reporting Potential of the Judiciary Court Performance (Website enhancement)	7	Recurrent	50	25				25
21	Ensure adequate financing for execution of this ICT Strategy – ICT /Law Reporting Committee Meeting Facilitation 36m @/year	8	Recurrent	180	36	36	36	36	36
22	Implement ICT Projects using the National IT Project Methodology provided by the NITA-U.	9	Recurrent	0	0	0	0	0	0
23	Develop Software Applications in accordance with the Technical Standards	9	Recurrent	0	0	0	0	0	0
Yearly Recurrent Budgetary Requirement - Sub-Total (A)					3,966.00	4,171.00	3,926.00	3,926.00	3,951.00
24	Map the Case Flow Process	2	Development	200	200				
25	Re-Engineer the CCAS	2	Development	9,700	600	4,800	3,000	900	
26	Implement e-Filing (Soft and Hardware)	2	Development	900	30	210	240	390	
27	Develop and Implement an Electronic Document Management System (EDMS) including e-Archiving	2	Development	1,540	410	400	360	360	
28	Roll-Out Digital Court Recording and Transcription System at all Appellate Courts and the 30No. CM Courts @ US\$. 80m	2	Development	3,775	1,375	800	800	800	

S/No.	Strategic Program	Pillar	Nature of Program (Development/ Recurrent)	Estimated Cost (UShs. '000'000)	Implementation Period and Cost				
					FY 15/16 Cost (UShs. mn)	FY 16/17 Cost (UShs. mn)	FY 17/18 Cost (UShs. mn)	FY 18/19 Cost (UShs. mn)	FY 19/20 Cost (UShs. mn)
29	Roll-Out Video Conferencing System (33No. Sets @40mn)	2	Development	1,890	10	280	400	400	800
30	Install Digital Evidence Presentation Systems (50mn each set)	2	Development	1,600		200	400	500	500
31	Develop and Implement a Biometric Attendance System (Appellate & CM Courts = 54No. @ 5m each)	2	Development	840	10	140	190	250	250
32	Develop and Implement an E-Library and Searchable Catalogue & Annual Subscription	2	Development	132	2	40	30	30	30
33	Implement Mobile Internet Services for distant Courts (cost and maintenance) 82x50x12)	2	Development	717	100	154.2	154.2	154.2	154.2
34	Implement a Unified Communications System (VoIP Communication) for the Appellate Courts	2	Development	1,000	10	150	240	300	300
35	Implement Cloud Computing for the Appellate Courts	2	Development	20	20				
36	Design and Install Electronic Display Boards at all the Appellate Courts and Court Divisions) = 20HCT + 8No. Divisions and 39No. CM Courts @ 10 m	2	Development	680	10	280	130	130	130

S/No.	Strategic Program	Pillar	Nature of Program (Development/ Recurrent)	Estimated Cost (US\$. '000'000)	Implementation Period and Cost				
					FY 15/16 Cost (US\$. mn)	FY 16/17 Cost (US\$. mn)	FY 17/18 Cost (US\$. mn)	FY 18/19 Cost (US\$. mn)	FY 19/20 Cost (US\$. mn)
37	Install the CCTV Surveillance System at all the 2No. Appellate Courts and Court Divisions) = 20HCT + 8No. Divisions and 39No. CM Courts @ 10 m	2	Development	700	170	130	130	130	
38	Provide at least a Computer Set to each Court Station (500No. PCs and Accessories) @ 3,500,000/=	3	Development	2,000	400	400	400	400	400
39	Provide all Judicial Officers with Laptop Computers	3	Development	1,784	555	525	434	105	
40	Install LAN/WAN Infrastructure and Connectivity between all Judiciary Locations - Infrastructure to all the High Courts, Chief Magistrates Courts (39No. CMs @ 40m	3	Development	3,320	800	800	800	680	
41	Upgrade the Judiciary ICT Backbone Infrastructure	3	Development	1,060	70	110	130	250	
42	Provide Solar Energy System to 10No. High Courts * CM Courts at the High Court Circuit to support ICT Systems @ 100m.	3	Development	5,580	720	1,170	1,170	2,340	
43	Acquisition of Application and Operating Software (51m @ year)	4	Development	255	51	51	51	51	51

S/No.	Strategic Program	Pillar	Nature of Program (Development/ Recurrent)	Estimated Cost (UShs. '000'000)	Implementation Period and Cost				
					FY 15/16 Cost (UShs. mn)	FY 16/17 Cost (UShs. mn)	FY 17/18 Cost (UShs. mn)	FY 18/19 Cost (UShs. mn)	FY 19/20 Cost (UShs. mn)
44	Software Upgrades (anti Virus etc 100m @ year) and 50N. Microsoft OS & Office Licences	4	Development	628	125.5	125.5	125.5	125.5	125.5
45	Carry out ICT Forensic System Audits (every after 2 years) @year 70m	5	Development	240	140	50	50	50	
46	Provide Physical Security of Servers Rooms (Inverters, biometric access, fire suppression system) – 31No. Server Rooms @50m each	5	Development	465	15	30	120	195	105
47	Set-Up and Operationalise the Backup and Disaster Recovery Site	5	Development	800			700	50	50
48	Transport for the ICT Department across the Country – 4No. Double Cabin Pick Ups @ 120m for the Regions:- North, West, East & Southern.	8	Development	480	120		120	120	120
Yearly Development Budgetary Requirement - Sub-Total (B)				40,304.80	2,618.00	6,840.70	12,055.70	9,819.70	8,970.70
GRAND TOTAL				60,244.80	6,584.00	11,011.70	15,981.70	13,745.70	12,921.70

10.0 ICT STRATEGY LOGICAL FRAMEWORKS

10.1 Pillar 1 Logical Framework (Logframe)

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	Existence of Legal and Regulatory Framework to enable effective and efficient use of ICT in the Uganda Judiciary.	% of Legally challenged ICT usage in the Courts	All ICT operations supported by Legal and Regulatory Framework	
Outcomes	All ICT Operations in the Courts supported by existing Legal and Regulatory Framework.	Legally unchallenged use of ICT in the Courts	Unchallenged ICT Usage in Courts	
Outputs (Strategic Programs)	1.0 Judiciary ICT Policy Reviewed	Up-to-date Judiciary ICT Policy	Judiciary ICT Policy	
	2.0 Laws to support Court e-Services developed :- e-Filing, Court Recording and Transcription, e-Evidence Via Video Link, e-Service of documents e.g summons.	Efficient Laws to support e-services in the Courts	Efficient Laws	Resistance from the Justice Stakeholder
Activities	1.1 ICT Department identifies sections for revision and proposes direction 1.2 ICT/Law Reporting Committee discusses the proposed revisions and direction 1.3 ICT/Law Reporting Committee seeks stakeholder input 1.4 Hon. CJ signs off and launches the ICT Policy.	1.1 Proposed Sections and direction submitted to the ICT/Law Reporting Committee 1.2 ICT/Law Reporting Committee Meeting for discussion held 1.3 Stakeholder Workshop held and input incorporated 1.4 Sign-off and Launch ceremony	1.1 Proposal Submission letter to ICT/Law Reporting Committee 1.2 Minutes of ICT/Law Reporting Committee 1.3 Proceeding of the Stakeholder Workshop 1.4 Signed ICT Policy	Delay of each party to perform its task as required
	2.1 ICT Department identifies the required Laws	2.1 Required Laws submitted to the ICT/Law Reporting Committee	2.1 Submission Letter of the Required Laws to ICT/Law Reporting Committee	

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
	2.2 ICT/Law Reporting Committee discusses the required Laws 2.3 ICT/Law Reporting Committee seeks stakeholder input 2.4 Hon. CJ signs off and launches Laws.	2.2 ICT/Law Reporting Committee Meeting for discussion held 2.3 Stakeholder Workshop held and input incorporated 2.4 Sign-off and Launch ceremony	2.2 Minutes of ICT/Law Reporting Committee on the Laws 2.3 Proceeding of the Stakeholder Workshop 2.4 Signed Laws	Delay of each party to perform its task as required

10.2 Pillar 2 Logical Framework (Log-frame)

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	Develop and Maintain Management Information Systems (MIS) that support the Judiciary business processes.	% of Judiciary Business Processes supported by ICTs in the Courts	Comparison of Automated and Manual Judiciary Business Processes	
Outcomes	Judiciary Business Processes supported by MIS.	Judiciary Business processes supported by ICTs in the Courts	Automated Judiciary Business Processes	Improved Judiciary Business Processes reduces the cost of administering Justice in Uganda
Outputs (Strategic Programs)	1.0 Case Flow Process Mapped	Number of Case Flow Processes Mapped	Printed Case Flow Process Report	Management investment in ICT
	2.0 Robust Court Case Administration System (CCAS) developed.	Number of automated Case Management Processes	Printed Case Management Reports	Management investment in ICT
	3.0 E-Filing Implemented	Number of cases e-filed	Survey Report and Feedback from the Users of the System (Lawyers).	Resistance from the Lawyers
	4.0 E-Document Management System (including e-Archiving) Implemented.	Number of documents e-managed and e-archived.	EDMS Implementation Report.	Management investment in ICT

PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
5.0 Real-Time Digital Court Recording and Transcription (Audio and Visual) in the Trial Courts Implemented.	Number of Court Stations using Real-Time Digital Court Recording and Transcription (Audio and Visual)	Survey Report on Courts were the Real-Time Digital Court Recording and Transcription (Audio and Visual) is implemented.	Management investment in ICT
6.0 Video Conferencing Rolled-out	Number of Court Stations with Video Conferencing Equipment	Survey Report on Courts were the Video Conferencing equipment is implemented.	Management investment in ICT
7.0 Digital Evidence Presentation Systems (DEPs) Installed.	Number of Court Stations with DEPs	Survey Report on Courts were the DEPs are implemented.	Management investment in ICT
8.0 2-Way USSD/SMS Solution developed and implemented.	Number of messages through the USSD/SMS platform	Survey Reports on the System usage	Reliable Internet/Data Connectivity
9.0 Staff Biometric Time Attendance System developed and implemented.	Number of Staff Biometric Time Attendance Points installed.	Staff Attendance list printed from the Staff Biometric Time Attendance System	Staff appreciation of the System
10.0E-library and Searchable Catalogue developed.	Number of World Wide Class Libraries subscribed to and catalogue.	Presence of an E-Library Searchable catalogue	Management investment in ICT
11.0Mobile Internet for Distant Courts	Number of Court Stations with mobile Internet Services	Survey Report on Courts using Mobile Internet Services.	Management investment in ICT
12.0Unified Communications (UC) implemented	Number of Courts using UC System	Survey Reports on the UC System usage	Reliable Internet/Data Connectivity
13.0Court Fees paid using Mobile Money	Number of cases whose fees have been paid using Mobile Money Services	Survey Reports from the Court Users involved in payment of Courts Fees	Reliable Internet/Data Connectivity
14.0E-Justice Portal Implemented.	Number of hits to the e-Portal URL	Survey Reports from the Public	Submission of materials from all the JLOS Stakeholders.

PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
15.0 WI-FI Solution implemented at the Appellate Courts	Number of Appellate Court using the WI-FI Solution	Survey Report on Appellate Courts using WI-FI Solution.	Management investment in ICT
16.0 Cloud Computing for the Appellate Courts implemented	Number of Appellate Courts using Cloud Computing	Feedback from the Users	Cyber attacks and crimes.
17.0 Electronic Boards Implemented at all the Appellate Courts	Number of Appellate Courts using Electronic Boards	Survey Report on Appellate Courts using Electronic Boards.	Management investment in ICT
18.0 Popularise the Use of Uganda Legal Information Institute (ULII)	Number of visits to the www.ulii.org	Report of hits to the www.ulii.org	Delayed update and submission of materials for upload.
19.0 Closed Circuit Television (CCTV) System Installed	Number of Courts using the CCTV System	Survey Report on Courts using the CCTV System.	Management investment in ICT
Activities 1.1 ToRs for the Case Flow Process Mapping 1.2 Funds for the System development secured 1.3 Procurement process carried out 1.4 Contractor engagement with the Stakeholders 1.5 Final Report Produced signed off.	1.1 Documented ToRs 1.2 Confirmed sources of funding 1.3 Contracts signed 1.4 Contractor meetings with the Stakeholders 1.5 Sign-off Report on Case Process Flow Mapping	1.1 ToR Submission letter to the Procurement and Disposal Unit 1.2 Commitment letter from Source of Funding 1.3 Presence of Signed Contract 1.4 Minutes of Contractor/Stakeholder meetings 1.5 Signed-off New Report	Management investment in ICT Delay of each party to perform its task as required

PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
<p>2.1 ToRs for the CCAS Developed</p> <p>2.2 Funds for the System development secured</p> <p>2.3 Procurement process carried out</p> <p>2.4 Contractor engagement with the Stakeholders</p> <p>2.5 System development, testing & deployment</p> <p>2.6 Hon. CJ signs off and launches the new CCAS.</p>	<p>2.1 Documented ToRs</p> <p>2.2 Confirmed sources of funding</p> <p>2.3 Contracts signed</p> <p>2.4 Contractor meetings with the Stakeholders</p> <p>2.5 Number of Reports on system development, testing and deployment</p> <p>2.6 Sign-off and Launch ceremony</p>	<p>2.1 ToR Submission letter to the Procurement and Disposal Unit</p> <p>2.2 Commitment letter from Source of Funding</p> <p>2.3 Presence of Signed Contract</p> <p>2.4 Minutes of Contractor/Stakeholder meetings</p> <p>2.5 Submitted development, test results and deployment reports</p> <p>2.6 Signed-off New CCAS Project</p>	<p>Management investment in ICT</p> <p>Delay of each party to perform its task as required</p>
<p>3.1 ToRs for the E-Filing Developed</p> <p>3.2 Funds for the System development secured</p> <p>3.3 Procurement process carried out</p> <p>3.4 Contractor engagement with the Stakeholders</p> <p>3.5 System development, testing & deployment</p> <p>3.6 Hon. CJ signs off and launches the E-Filing.</p>	<p>3.1 Documented ToRs</p> <p>3.2 Confirmed sources of funding</p> <p>3.3 Contracts signed</p> <p>3.4 Contractor meetings with the Stakeholders</p> <p>3.5 Number of Reports on system development, testing and deployment</p> <p>3.6 Sign-off and Launch ceremony</p>	<p>3.1 ToR Submission letter to the Procurement and Disposal Unit</p> <p>3.2 Commitment letter from Source of Funding</p> <p>3.3 Presence of Signed Contract</p> <p>3.4 Minutes of Contractor/Stakeholder meetings</p> <p>3.5 Submitted development, test results and deployment reports</p> <p>3.6 Signed-off E-Filing Project</p>	<p>Management investment in ICT</p> <p>Delay of each party to perform its task as required</p>
<p>4.1 ToRs for the EDMS Developed</p> <p>4.2 Funds for the System development secured</p> <p>4.3 Procurement process carried out</p> <p>4.4 Contractor engagement with the Stakeholders</p> <p>4.5 System development, testing & deployment</p>	<p>4.1 Documented ToRs</p> <p>4.2 Confirmed sources of funding</p> <p>4.3 Contracts signed</p> <p>4.4 Contractor meetings with the Stakeholders</p> <p>4.5 Number of Reports on system</p>	<p>4.1 ToR Submission letter to the Procurement and Disposal Unit</p> <p>4.2 Commitment letter from Source of Funding</p> <p>4.3 Presence of Signed Contract</p> <p>4.4 Minutes of Contractor/Stakeholder meetings</p> <p>4.5 Submitted development, test results</p>	<p>Management investment in ICT</p> <p>Delay of each party to perform its task as required</p>

PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
4.6 Hon. CJ signs off and launches the EDMS.	development, testing and deployment 4.6 Sign-off and Launch ceremony	and deployment reports 4.6 Signed-off EDMS Project	required
5.1 ToRs for the Real-Time Digital Court Recording and Transcription Equipment Developed 5.2 Funds for the procurement secured 5.3 Procurement process carried out 5.4 Installation and Training of users carried out 5.5 Hon. CJ signs off and launches the Real-Time Digital Court Recording and Transcription Equipment.	5.1 Documented ToRs 5.2 Confirmed sources of funding 5.3 Contracts signed 5.4 Number of Progress Reports on system deployment 5.5 Sign-off and Launch ceremony	5.1 ToR Submission letter to the Procurement and Disposal Unit 5.2 Commitment letter from Source of Funding 5.3 Presence of Signed Contract 5.4 Progress Report on System deployment 5.5 Signed-off E-Filing Project	Management investment in ICT Delay of each party to perform its task as required
6.1 ToRs for the Roll –Out of Video Conferencing Developed 6.2 Funds for the procurement secured 6.3 Procurement process carried out 6.4 Installation and Training of users carried out 6.5 Hon. CJ signs off and launches the Video Conferencing System.	6.1 Documented ToRs 6.2 Confirmed sources of funding 6.3 Contracts signed 6.4 Number of Progress Reports on system deployment 6.5 Sign-off and Launch ceremony	6.1 ToR Submission letter to the Procurement and Disposal Unit 6.2 Commitment letter from Source of Funding 6.3 Presence of Signed Contract 6.4 Progress Report on System deployment 6.5 Signed-off Roll-Out Project	Management investment in ICT Delay of each party to perform its task as required
7.1 ToRs for the DEPs Developed 7.2 Funds for the procurement secured 7.3 Procurement process carried out 7.4 Installation and Training of users carried out 7.5 Hon. CJ signs off and launches the DEPs.	7.1 Documented ToRs 7.2 Confirmed sources of funding 7.3 Contracts signed 7.4 Number of Progress Reports on system deployment 7.5 Sign-off and Launch ceremony	7.1 ToR Submission letter to the Procurement and Disposal Unit 7.2 Commitment letter from Source of Funding 7.3 Presence of Signed Contract 7.4 Progress Report on System deployment 7.5 Signed - off DEPs Project	Management investment in ICT Delay of each party to perform its task as required

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
	<p>8.1 ToRs for the 2-Way USSD/SMS Solution Developed</p> <p>8.2 Funds for the procurement secured</p> <p>8.3 Procurement process carried out</p> <p>8.4 Installation and Training of users carried out</p> <p>8.5 Hon. CJ signs off and launches the 2-Way USSD/SMS Solution.</p>	<p>8.1 Documented ToRs</p> <p>8.2 Confirmed sources of funding</p> <p>8.3 Contracts signed</p> <p>8.4 Number of Progress Reports on system deployment</p> <p>8.5 Sign-off and Launch ceremony</p>	<p>8.1 ToR Submission letter to the Procurement and Disposal Unit</p> <p>8.2 Commitment letter from Source of Funding</p> <p>8.3 Presence of Signed Contract</p> <p>8.4 Progress Report on System deployment</p> <p>8.5 Signed-off the 2-Way USSD/SMS Solution Project</p>	
	<p>9.1 ToRs for the Staff Biometric Time Attendance System Developed</p> <p>9.2 Funds for the procurement secured</p> <p>9.3 Procurement process carried out</p> <p>9.4 Installation and Training of users carried out</p> <p>9.5 The CR/SJ signs off and launches the Staff Biometric Time Attendance System.</p>	<p>9.1 Documented ToRs</p> <p>9.2 Confirmed sources of funding</p> <p>9.3 Contracts signed</p> <p>9.4 Number of Progress Reports on system deployment</p> <p>9.5 Sign-off and Launch ceremony</p>	<p>9.1 ToR Submission letter to the Procurement and Disposal Unit</p> <p>9.2 Commitment letter from Source of Funding</p> <p>9.3 Presence of Signed Contract</p> <p>9.4 Progress Report on System deployment</p> <p>9.5 Signed-off the Staff Biometric Time Attendance System</p>	
	<p>10.1 ToRs for the E-library and Searchable Catalogue Developed</p> <p>10.2 Funds for the procurement secured</p> <p>10.3 Procurement process carried out</p> <p>10.4 Installation and Training of users carried out</p> <p>10.5 Chair Technology/Law Reporting Committee signs off and launches the E-library and Searchable Catalogue.</p>	<p>10.1 Documented ToRs</p> <p>10.2 Confirmed sources of funding</p> <p>10.3 Contracts signed</p> <p>10.4 Number of Progress Reports on system deployment</p> <p>10.5 Sign-off and Launch ceremony</p>	<p>10.1 ToR Submission letter to the Procurement and Disposal Unit</p> <p>10.2 Commitment letter from Source of Funding</p> <p>10.3 Presence of Signed Contract</p> <p>10.4 Progress Report on System deployment</p> <p>10.5 Signed-off E-library and Searchable Catalogue Project</p>	
	<p>11.1 ToRs for Mobile Internet for Distant Courts Developed</p>	<p>11.1 Documented ToRs</p>	<p>11.1 ToR Submission letter to the Procurement and Disposal Unit</p>	

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
	<p>11.2 Funds for the procurement secured</p> <p>11.3 Procurement process carried out</p> <p>11.4 Installation and Training of users carried out</p> <p>11.5 Head ICT Signs-Off the Mobile Internet Services</p>	<p>11.2 Confirmed sources of funding</p> <p>11.3 Contracts signed</p> <p>11.4 Number of Progress Reports on system deployment</p> <p>11.5 Sign-off and Launch ceremony</p>	<p>11.2 Commitment letter from Source of Funding</p> <p>11.3 Presence of Signed Contract</p> <p>11.4 Progress Report on System deployment</p> <p>11.5 Signed-off Mobile Internet Services Project</p>	
	<p>12.1 ToRs for the Unified Communications (UC) System Developed</p> <p>12.2 Funds for the procurement secured</p> <p>12.3 Procurement process carried out</p> <p>12.4 Installation and Training of users carried out</p> <p>12.5 The Chair ICT/Law Reporting Committee signs off and launches the UC System.</p>	<p>8.1 Documented ToRs</p> <p>8.2 Confirmed sources of funding</p> <p>8.3 Contracts signed</p> <p>8.4 Number of Progress Reports on system deployment</p> <p>8.5 Sign-off and Launch ceremony</p>	<p>8.1 ToR Submission letter to the Procurement and Disposal Unit</p> <p>8.2 Commitment letter from Source of Funding</p> <p>8.3 Presence of Signed Contract</p> <p>8.4 Progress Report on System deployment</p> <p>8.5 Signed-off the UC System.</p>	
	<p>13.1 Engage URA on the Payment of Court Fees using Mobile Money System</p> <p>13.2 URA launches the Country Wide payment of URA Fees by using Mobile Money</p> <p>13.3 Judiciary launches the Country Wide payment of Court Fees by using Mobile Money</p> <p>13.4 The CR launches the Payment of Court Fees using Mobile Money Services.</p>	<p>13.1 Correspondences between Judiciary and URA on the subject matter</p> <p>13.2 Articles in the print media</p> <p>13.3 Articles in the print media</p> <p>13.4 Number of Cases whose Court Fees have been paid using Mobile Money Services.</p>	<p>13.1 Minutes of the Engagement Meetings</p> <p>13.2 URA Public Awareness Campaigns on the mode of payment</p> <p>13.3 Judiciary Public Awareness Campaigns on the mode of payment</p> <p>13.4 Amount of money for Court Fees paid using Mobile Money Services</p>	
	<p>14.1 ToRs for the E-Justice Portal Developed</p> <p>14.2 Funds for the procurement secured</p>	<p>14.1 Documented ToRs</p> <p>14.2 Confirmed sources of funding</p>	<p>14.1 ToR Submission letter to the Procurement and Disposal Unit</p> <p>14.2 Commitment letter from Source of</p>	

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
	<p>14.3 Procurement process carried out</p> <p>14.4 Installation and Training of users carried out</p> <p>14.5 The CR signs off and launches the E-Justice Portal.</p>	<p>14.3 Contracts signed</p> <p>14.4 Number of Progress Reports on system deployment</p> <p>14.5 Sign-off and Launch ceremony</p>	<p>Funding</p> <p>14.3 Presence of Signed Contract</p> <p>14.4 Progress Report on System deployment</p> <p>14.5 Signed-off the E-Justice Portal.</p>	
	<p>15.1 ToRs for WI-FI Solution Developed</p> <p>15.2 Funds for the procurement secured</p> <p>15.3 Procurement process carried out</p> <p>15.4 Installation and Training of users carried out</p> <p>15.5 The Chair ICT/Law Reporting Committee signs off and launches the WI-FI Solution</p>	<p>15.1 Documented ToRs</p> <p>15.2 Confirmed sources of funding</p> <p>15.3 Contracts signed</p> <p>15.4 Number of Progress Reports on system deployment</p> <p>15.5 Sign-off and Launch ceremony</p>	<p>15.1 ToR Submission letter to the Procurement and Disposal Unit</p> <p>15.2 Commitment letter from Source of Funding</p> <p>15.3 Presence of Signed Contract</p> <p>15.4 Progress Report on System deployment</p> <p>15.5 Signed-off the WI-FI.</p>	
	<p>16.1 ToRs for the Cloud Computing System Developed</p> <p>16.2 Funds for the procurement secured</p> <p>16.3 Procurement process carried out</p> <p>16.4 Installation and Training of users carried out</p> <p>16.5 The Chair ICT/Law Reporting Committee signs off and launches the Cloud Computing System.</p>	<p>16.1 Documented ToRs</p> <p>16.2 Confirmed sources of funding</p> <p>16.3 Contracts signed</p> <p>16.4 Number of Progress Reports on system deployment</p> <p>16.5 Sign-off and Launch ceremony</p>	<p>16.1 ToR Submission letter to the Procurement and Disposal Unit</p> <p>16.2 Commitment letter from Source of Funding</p> <p>16.3 Presence of Signed Contract</p> <p>16.4 Progress Report on System deployment</p> <p>16.5 Signed-off the Cloud Computing System.</p>	
	<p>17.1 ToRs for the E-Board System Developed</p> <p>17.2 Funds for the procurement secured</p> <p>17.3 Procurement process carried out</p> <p>17.4 Installation and Training of users carried out</p> <p>17.5 The Chair ICT/Law Reporting Committee</p>	<p>16.6 Documented ToRs</p> <p>16.7 Confirmed sources of funding</p> <p>16.8 Contracts signed</p> <p>16.9 Number of Progress Reports on system deployment</p> <p>16.10 Sign-off and Launch ceremony</p>	<p>17.6 ToR Submission letter to the Procurement and Disposal Unit</p> <p>17.7 Commitment letter from Source of Funding</p> <p>17.8 Presence of Signed Contract</p> <p>17.9 Progress Report on System deployment</p>	

PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
		17.10 Signed-off the E-Board System.	
<p>18.1 Collect up-to-date materials and data for upload on the www.ulii.org</p> <p>18.2 Sensitize the Public on the use of www.ulii.org</p>	<p>18.1 Number of cases uploaded</p> <p>18.2 Number of Public awareness Foras where www.ulii.org has been presented</p>	<p>18.1 Report on www.ulii.org usage</p> <p>18.2 Presented Papers at the Foras</p>	
<p>19.1 ToRs for the CCTV System Developed</p> <p>19.2 Funds for the procurement secured</p> <p>19.3 Procurement process carried out</p> <p>19.4 Installation and Training of users carried out</p> <p>19.5 The Chair ICT/Law Reporting Committee signs off and launches the CCTV System.</p>	<p>19.1 Documented ToRs</p> <p>19.2 Confirmed sources of funding</p> <p>19.3 Contracts signed</p> <p>19.4 Number of Progress Reports on system deployment</p> <p>19.5 Sign-off and Launch ceremony</p>	<p>19.1 ToR Submission letter to the Procurement and Disposal Unit</p> <p>19.2 Commitment letter from Source of Funding</p> <p>19.3 Presence of Signed Contract</p> <p>19.4 Progress Report on System deployment</p> <p>19.5 Signed-off the CCTV System.</p>	



10.3 Pillar 3 Logical Framework (Log-frame)

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	Create and Maintain Reliable Hardware Infrastructure.	Ratio of Computer Hardware to Staff	Comparison of available hardware to number of staff	
Outcomes	Adequate hardware to support the Judiciary Business Processes	Available Hardware to support the Judiciary Business processes.	Monitoring and Evaluation Reports on the Computer Hardware to staff ratio.	Management investment in ICT
Outputs (Strategic Programs)	1.0 Adequate Desktop Computers provided to Staff	Ratio of Desktop Computers to staff	Monitoring and Evaluation Reports on the Computer Hardware to staff ratio.	Management investment in ICT
	2.0 Adequate Laptop Computers provided to All Judicial Officers	Ratio of Laptop Computers to Judicial Staff	Monitoring and Evaluation Reports on the Computer Hardware to Judicial Officer ratio.	Management investment in ICT
	3.0 Provide adequate LAN/WAN connectivity between all Judiciary Court Locations	Number of Court Stations connected to the Judiciary LAN/WAN Infrastructure.	Monitoring and Evaluation Reports on the Judiciary LAN/WAN Extent.	Management investment in ICT Presence of ISP in the Court location.
	4.0 Carryout Repairs, servicing and Maintenance of ICT Systems including computers	Number of ICT equipment in serviceable condition	ICT equipment in serviceable condition	Management investment in ICT
	5.0 Maintain the Judiciary ICT Infrastructure, Systems and Support Services	Number Infrastructure, Systems and Support Services in serviceable condition	ICT Infrastructure, Systems and Support Services in serviceable condition.	Management investment in ICT
	6.0 Upgrade the Judiciary ICT Backbone Infrastructure	Number of ICT Services supported by the Judiciary ICT Backbone Infrastructure.	Access of Judiciary ICT Services on our ICT devices including iphones, portable computers, ipads etc.	Management investment in ICT.
	7.0 Provide Solar Energy to Court Stations	Number of Courts with Solar Energy	Monitoring and Evaluation Reports on the number of Courts with solar energy.	Management investment in ICT

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Activities	<p>1.1 Ascertain the number of required desktop computers</p> <p>1.2 ToRs for the Procurement of the required desktop computers developed</p> <p>1.3 Funds for the procurement of the desktop computers secured</p> <p>1.4 Procurement process carried out</p> <p>1.5 Desktop computers supplied, delivered and installed at the respective Court Stations</p>	<p>1.1 Number of required desktop computers</p> <p>1.2 Documented ToRs</p> <p>1.3 Confirmed sources of funding</p> <p>1.4 Contracts signed</p> <p>1.5 Number of computers bought and installed at each Court Station</p>	<p>1.1 List of required computers per Court Station</p> <p>1.2 ToR Submission letter to the Procurement and Disposal Unit</p> <p>1.3 Commitment letter from Source of Funding</p> <p>1.4 Presence of Signed Contract</p> <p>1.5 Desktop Computers delivery and installation report submitted by Head ICT.</p>	<p>Management investment in ICT</p>
	<p>2.1 Ascertain the number of required laptop computers</p> <p>2.2 ToRs for the Procurement of the required laptop computers developed</p> <p>2.3 Funds for the procurement of the laptop computers secured</p> <p>2.4 Procurement process carried out</p> <p>2.5 Laptop computers supplied, installed and delivered to the Judicial Officers</p>	<p>2.1 Number of required laptop computers</p> <p>2.2 Documented ToRs</p> <p>2.3 Confirmed sources of funding</p> <p>2.4 Contracts signed</p> <p>2.5 Number of laptop computers bought, installed and delivered to each Judicial Officer.</p>	<p>2.1 List of required laptop computers</p> <p>2.2 ToR Submission letter to the Procurement and Disposal Unit</p> <p>2.3 Commitment letter from Source of Funding</p> <p>2.4 Presence of Signed Contract</p> <p>2.5 Laptop Computers delivery and installation report submitted by Head ICT.</p>	<p>Management investment in ICT</p>
	<p>3.1 Ascertain the number of Court Stations to connect to the LAN/WAN Judiciary Infrastructure</p> <p>3.2 ToRs for the Procurement of the required LAN/WAN connectivity developed</p> <p>3.3 Funds for the procurement of the LAN/WAN Connectivity secured</p> <p>3.4 Procurement process carried out</p> <p>3.5 LAN/WAN Installed in the identified Court Stations</p>	<p>3.1 Number Court Stations to connect to the LAN/WAN Judiciary Infrastructure</p> <p>3.2 Documented ToRs</p> <p>3.3 Confirmed sources of funding</p> <p>3.4 Contracts signed</p> <p>3.5 Number of Court Station connected to the Judiciary LAN/WAN Infrastructure</p>	<p>3.1 List of Court Stations to connect to the LAN/WAN Judiciary Infrastructure</p> <p>3.2 ToR Submission letter to the Procurement and Disposal Unit</p> <p>3.3 Commitment letter from Source of Funding</p> <p>3.4 Presence of Signed Contract</p> <p>3.5 Judiciary LAN/WAN Infrastructure installation report submitted by Head ICT.</p>	<p>Management investment in ICT</p>

PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
<p>4.1 ToRs for the Repairs, servicing and Maintenance of ICT Systems including computers Developed</p> <p>4.2 Funds for the services secured</p> <p>4.3 Procurement process carried out</p> <p>4.4 Repairs, servicing and Maintenance of ICT Systems including computers carried out</p>	<p>4.1 Documented ToRs</p> <p>4.2 Confirmed sources of funding</p> <p>4.3 Contracts signed</p> <p>4.4 Number of Progress Reports Repairs, servicing and Maintenance of ICT Systems including computers</p>	<p>4.1 ToR Submission letter to the Procurement and Disposal Unit</p> <p>4.2 Commitment letter from Source of Funding</p> <p>4.3 Presence of Signed Contract</p> <p>4.4 Progress Report Repairs, servicing and Maintenance of ICT Systems including computers.</p>	
<p>5.1 ToRs for the Maintenance of the Judiciary ICT Infrastructure, systems and support services Developed</p> <p>5.2 Funds for the services secured</p> <p>5.3 Procurement process carried out</p> <p>5.4 Maintenance of the Judiciary ICT Infrastructure, systems and support services carried out</p>	<p>5.1 Documented ToRs</p> <p>5.2 Confirmed sources of funding</p> <p>5.3 Contracts signed</p> <p>5.4 Number of Progress Reports on the Maintenance of the Judiciary ICT Infrastructure, systems and support services</p>	<p>5.1 ToR Submission letter to the Procurement and Disposal Unit</p> <p>5.2 Commitment letter from Source of Funding</p> <p>5.3 Presence of Signed Contract</p> <p>5.4 Progress Report on the Maintenance of the Judiciary ICT Infrastructure, systems and support services.</p>	
<p>6.1 ToRs for the requirements for the Upgrade of the Judiciary ICT Backbone Infrastructure Developed</p> <p>6.2 Funds for the procurement secured</p> <p>6.3 Procurement process carried out</p> <p>6.4 Installation and Training of users carried out</p>	<p>6.1 Documented ToRs</p> <p>6.2 Confirmed sources of funding</p> <p>6.3 Contracts signed</p> <p>6.4 Number of Progress Reports on the ICT Backbone Infrastructure upgrade</p>	<p>6.1 ToR Submission letter to the Procurement and Disposal Unit</p> <p>6.2 Commitment letter from Source of Funding</p> <p>6.3 Presence of Signed Contract</p> <p>6.4 Upgrade Progress Report</p> <p>6.5 Signed-off E-Filing Project</p>	<p>Management investment in ICT</p>
<p>7.1 Ascertain the number of required Solar Panels</p> <p>7.2 ToRs for the Procurement of the required Solar Panels developed</p>	<p>7.1 Number of required Solar Panels</p> <p>7.2 Documented ToRs</p>	<p>7.1 List of required laptop computers</p> <p>7.2 ToR Submission letter to the Procurement and Disposal Unit</p>	

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
	<p>7.3 Funds for the procurement of the Solar Panels secured</p> <p>7.4 Procurement process carried out</p> <p>7.5 Solar Panels supplied, delivered, and installed at the respective Court Stations</p>	<p>7.3 Confirmed sources of funding</p> <p>7.4 Contracts signed</p> <p>7.5 Number of Solar Panels delivered and installed at the respective Court</p>	<p>7.3 Commitment letter from Source of Funding</p> <p>7.4 Presence of Signed Contract</p> <p>7.5 Solar Panels installation report submitted by Head ICT.</p>	

10.4 Pillar 4 Logical Framework (Log-frame)

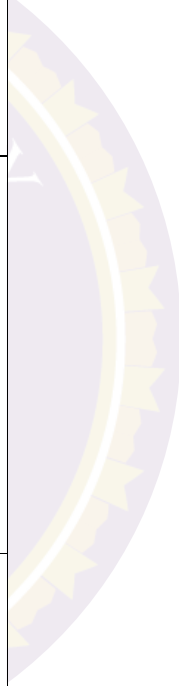
	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	Choose satisfactory Software Platforms and Tools in Accordance with Needs of the Uganda Judiciary.	Ratio of available to required softwares	Comparison of available to required softwares	
Outcomes	Appropriate software to support the Judiciary Business Processes	Available software to support the Judiciary Business processes.	Monitoring and Evaluation Reports on the available software	Management investment in ICT
Outputs (Strategic Programs)	1.0 Acquisition of Application and Operating Software	Number of acquired Application and Operating Softwares acquired	Monitoring and Evaluation Reports on the acquired to available.	Management investment in ICT
	2.0 Software Upgrades	Number of Software Upgrades made including patches.	Monitoring and Evaluation Reports on the Software Upgrades made including patches.	Management investment in ICT Presence of ISP in the Court location.
	3.0 Open Source Software	Number of Open Source Softwares used in the Judiciary.	Monitoring and Evaluation Reports on the usage of Open Source Softwares.	Management investment in ICT

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Activities	1.1 Ascertain the required application and operating softwares 1.2 ToRs for the Procurement of the required application and operating softwares 1.3 Funds for the procurement of the desktop computers secured 1.4 Procurement process carried out 1.5 Software delivered and installed	1.1 Number of required application and operating softwares 1.2 Documented ToRs 1.3 Confirmed sources of funding 1.4 Contracts signed 1.5 Number of licences bought and installed	1.1 List of required application and operating softwares 1.2 ToR Submission letter to the Procurement and Disposal Unit 1.3 Commitment letter from Source of Funding 1.4 Presence of Signed Contract 1.5 Software delivery and installation report submitted by Head ICT.	Management investment in ICT
	2.1 Ascertain the number and kind of upgrades and patches required 2.2 ToRs for the Procurement of the required upgrades and patches developed 2.3 Funds for the procurement of the required upgrades and patches secured 2.4 Procurement process carried out 2.5 Required upgrades and patches Installed	2.1 Number and kind of upgrades and patches required 2.2 Documented ToRs 2.3 Confirmed sources of funding 2.4 Contracts signed 2.5 Number of Software upgrades and patches Installed	2.1 List of Number and kind of upgrades and patches required 2.2 ToR Submission letter to the Procurement and Disposal Unit 2.3 Commitment letter from Source of Funding 2.4 Presence of Signed Contract 2.5 Report on the number of Software Upgrades and patches installed submitted by Head ICT.	Management investment in ICT
	3.1 Ascertain the number and kind of open source softwares required 3.2 ToRs for the required software developed 3.3 Required open source software customized and installed	3.1 Number and kind of Open Source Software required 3.2 Documented ToRs 3.3 Number of Open Source Software Installed	3.1 List of Number and kind of Open Source Software required 3.2 Document of ToR 3.3 Report on the number of Open Source Software installed submitted by Head ICT.	Management investment in ICT

10.5 Pillar 5 Logical Framework (Log-frame)

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	Provide a secure ICT infrastructure that is 99% reliable and available.	Number of System Security and downtimes reported.	ICT System availability all the time	
Outcomes	99% Secure and reliable system	A Secure and reliable system	Monitoring and Evaluation Reports on the Computer Hardware to staff ration.	Management investment in ICT
Outputs (Strategic Programs)	1.0 Annual ICT Forensic Audit carried out including recommendations.	Number of ICT Forensic Audit Report including recommendations	ICT Forensic Audit Report	Management investment in ICT
	2.0 Security (Physical and Logical) of Server Rooms Implemented	Number of Server Rooms secured (physical and logical)	List of Server Rooms secured (physical and logical).	Management investment in ICT
	3.0 ICT security awareness training carried out.	Number of ICT security awareness trainings.	Report on ICT security awareness trainings.	Management investment in ICT.
	4.0 Set-Up and Operationalize the Backup and Disaster Recovery Site.	Number of Backup and Disaster Recovery Servers and Software secured (physical and logical)	Report on Backup and Disaster Recovery Site Operations	Management investment in ICT.
Activities	<p>1.1 Ascertain the extent of the Forensic Audit required including recommendations</p> <p>1.2 ToRs for the ICT Forensic Audit developed</p> <p>1.3 Funds for the procurement of the ICT Forensic Audit secured</p> <p>1.4 Procurement process carried out</p> <p>1.5 ICT Forensic Audit carried out.</p> <p>1.6 Recommendations provided</p>	<p>1.1 Requirements for the of ICT Forensic Audit</p> <p>1.2 Documented ToRs</p> <p>1.3 Confirmed sources of funding</p> <p>1.4 Contracts signed</p> <p>1.5 ICT Forensic Audit carried out including recommendations.</p>	<p>1.1 List of requirements</p> <p>1.2 ToR Submission letter to the Procurement and Disposal Unit</p> <p>1.3 Commitment letter from Source of Funding</p> <p>1.4 Presence of Signed Contract</p> <p>1.5 Report on the ICT Forensic including recommendations submitted by Head ICT.</p>	Management investment in ICT
	2.1 Acquire the List of Server Rooms that require security enhancement	2.1 Number of Servers Rooms	2.1 List of Server Rooms	
	2.2 ToRs for the required security	2.2 Documented ToR	2.2 ToR Submission letter to the	

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
	<p>enhancement developed</p> <p>2.3 Funds for the implementation of the recommendations secured</p> <p>2.4 Procurement process carried out</p> <p>2.5 Carry out Security enhancement works.</p>	<p>2.3 Confirmed sources of funding</p> <p>2.4 Contracts signed</p> <p>2.5 Number of Server Rooms with enhanced security.</p>	<p>Procurement and Disposal Unit</p> <p>2.3 Commitment letter from Source of Funding</p> <p>2.4 Presence of Signed Contract</p> <p>2.5 Report on the Server Room security enhancement submitted by Head ICT.</p>	<p>Management investment in ICT</p>
	<p>3.1 Identify staff for training developed</p> <p>3.2 Funds for the training secured</p> <p>3.3 Training Conducted</p>	<p>3.1 List of staff for training</p> <p>3.2 Confirmed sources of funding</p> <p>3.3 Number of staff trained</p>	<p>3.1 List submitted to Judicial Studies Institute (JSI)</p> <p>3.2 Commitment letter from Source of Funding</p> <p>3.3 JSI Training records</p>	<p>Management investment in ICT</p>
	<p>4.1 .Acquire the List of equipment (Hardware & Software) for the Backup & Disaster Recovery Site</p> <p>4.2 ToRs for the required equipment developed</p> <p>4.3 Funds for the implementation of the equipment secured</p> <p>4.4 Procurement process carried out</p> <p>4.5 Carry equipping of the the Backup & Disaster Recovery Site</p>	<p>4.1 Number of equipment</p> <p>4.2 Documented ToR</p> <p>4.3 Confirmed sources of funding</p> <p>4.4 Contracts signed</p> <p>4.5 Number of equipment (hardware and software) Installed.</p>	<p>4.1 List of equipment</p> <p>4.2 ToR Submission letter to the Procurement and Disposal Unit</p> <p>4.3 Commitment letter from Source of Funding</p> <p>4.4 Presence of Signed Contract</p> <p>4.5 Report on the operations of the Backup and Disaster Recovery Site submitted by Head ICT.</p>	<p>Management investment in ICT</p>



10.6 Pillar 6 Logical Framework (Log-frame)

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	Appropriate In-House Work Force needed for implementation of the ICT Function.	Ratio of required to available work force	Comparison of required to available work force	
Outcomes	An effectively and efficiently managed ICT Function	99% ICT System availability Number of staff turn over	Monitoring and Evaluation Reports on the ICT system availability Report of Staff turnover.	Ministry of Public Services approves the Proposed Structure
Outputs (Strategic Programs)	1.0 Establish and Appropriate Organisational Structure for the ICT Function.	Number of approved positions per vacancy versus proposed	Approved ICT Structure.	
	2.0 Develop and Implement ICT Training Program for the ICT Professional Staff	Number of ICT Officers with Professional qualification.	Professional Certificates acquired.	
	3.0 Develop and Implement ICT Training Program for all the Judiciary Staff.	Number of Judiciary Staff Trained.	Training Certificates acquired.	
Activities	4.0 Research, Innovation and Skills Development	Number of Research Reports produced.	Research findings disseminated.	
	1.1 ICT Team discusses the appropriate Structure in relation to the Report of the Ministry of ICT on rationalization of the ICT Function in MDAs.	1.1 Proposed Structure by the ICT Team	1.1 Minutes of the meeting	Structure approved as recommended by the ICT Team.
	1.2 Submit Structure to the Department of Human Resource Management	1.2 Submission letter to the Department of Human Resource Management	1.2 Receipt by the Department of Human Resource Management	
	1.3 Submit proposed structure to Ministry of ICT for approval	1.3 Submission letter to the Ministry of Public Service	1.3 Receipt by the Ministry of Public Service	
	1.4 Recruit Staff to fill the Structure positions.	1.4 Advert to fill the vacant positions	1.4 Approved ICT Structure	

PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
2.1 Carry out a TNA for ICT Professional Staff 2.2 Solicit to Funding 2.3 Identify Institutions for the training 2.4 Send ICT Staff for professional training	2.1 List of Staff with their required training 2.2 Confirmed sources of funding 2.3 List of Institutions for training 2.4 Admission letter	2.1 TNA Report 2.2 Commitment letter from Source of Funding 2.3 Report on Training Institutions 2.4 Completion certificates	Required training can be carried out in Uganda
3.1 Carry out a TNA for ICT Staff Training 3.2 Solicit to Funding 3.3 Carryout ICT Training for Judiciary Staff	3.1 List of Staff with their required training 3.2 Confirmed sources of funding 3.3 Number of Judiciary Staff Trained	3.1 TNA Report 3.2 Commitment letter from Source of Funding 3.3 Completion certificates	Management investment in Staff ICT Training
4.1 Identify areas of possible research, innovation and skills development 4.2 Solicit to Funding 4.3 Identify Institutions for the training 4.4 Send ICT Staff for professional training	4.1 List of researchable areas 4.2 Confirmed sources of funding 4.3 List of Institutions for training 4.4 Admission letter	4.1 Report on areas of Research, innovation and skills development 4.2 Commitment letter from Source of Funding 4.3 Research, innovation and skills development progress reports 4.4 Report on Research findings.	Management investment in ICT

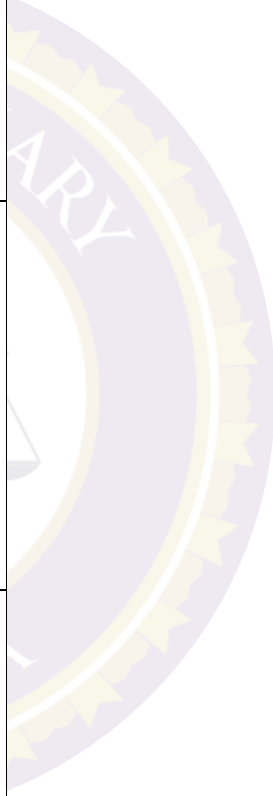
10.7 Pillar 7 Logical Framework (Log-frame)

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	Accurate statistical reports based on real time data available on Uganda Judiciary court performance	Correct Statistical Court Performance	Periodic Reports on Statistical Court Performance	
Outcomes	Effective and efficient planning based on statistical data.	Statistical based Planning Reports	Planning Reports based on Statistics Court Performance	Management investment in ICT
Outputs (Strategic Programs)	1.0 Significantly increase reporting potential on Judiciary Court Performance	Number of Statistical Court Performance Reports	Report on Judiciary Statistical Court Performance	
Activities	1.1 Collect, process, analyze, and store statistical data on Court performance. 1.2 Design report tools 1.3 Report Statistical Court Performance	1.1 Number of Data Files 1.2 Number of Report tools designed 1.3 Number of Court Performance Statistical Reports produced	1.1 System Reports 1.2 Report on design tools 1.3 Periodic Statistical Reports produced.	

10.8 Pillar 8 Logical Framework (Log-frame)

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	Courts of Judicature actively involved in attracting ICT financial support, monitoring of ICT results	Percentage of funded ICT Budget	Level of ICT Funding	
Outcomes	Adequately financed Judiciary ICT Function	ICT Budget Support	Level of ICT Funding	
Outputs	1.0 Ensure adequate financing for execution	Percentage of funded ICT Strategy	Report on Financial support towards ICT	Ability of GoJ to provide

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
(Strategic Programs)	of the ICT Strategy through increments in ICT Budget and Development Partners		Strategy implementation	counterpart funding
	2.0 Transport for ICT Department	Number of Vehicles procured for the ICT Department.	Report on ICT Department vehicle utilisation.	
Activities	1.1 Assess required and available funding. 1.2 Write ICT Project Proposals for funding	1.1 Funding Gap established 1.2 Number of Project Proposals for ICT Funding	Report of ICT Funding.	
	2.1 ToRs for the ICT Department Vehicles Developed 2.2 Funds for the services secured 2.3 Procurement process carried out 2.4 The Secretary to Judiciary Commissions the Vehicles	2.1 Documented ToRs 2.2 Confirmed sources of funding 2.3 Contracts signed 2.4 Number of Progress Reports	2.1 ToR Submission letter to the Procurement and Disposal Unit 2.2 Commitment letter from Source of Funding 2.3 Presence of Signed Contract 2.4 Progress Report on procurement of the vehicles.	



10.9 Pillar 9 Logical Framework (Log-frame)

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	The Judiciary of Uganda actively involve all Stakeholders in ICT Solutions (Software) development.	Number of ICT Solutions developed.	Reports on ICT Solutions development	
Outcomes	Effectively and Efficiently developed ICT Solutions	ICT Solutions developed to NITA-U Standards	ICT Solutions Development Reports by NITA-U	
Outputs (Strategic Programs)	1.0 Establish Business Process Analysis Methodologies Established by NITA-U	Appropriate ICT Solutions developed in accordance to NITA-U Standards	ICT Solutions Development Reports by NITA-U	
Activities	<p>2.0 Develop Software Applications in accordance with the Technical Standards.</p> <p>1.1 Access the Information Technology Project Management Methodology document</p> <p>1.2 Seek Training on the Document from NITA-U</p> <p>1.3 Apply the Methodology top all ICT Projected development.</p> <p>2.1 Access the Information Technology Project Management Methodology document</p> <p>2.2 Seek Training on the Document from NITA-U</p> <p>2.3 Apply the Methodology top all ICT Projected development.</p>	<p>Appropriate ICT Solutions developed in accordance to NITA-U Standards</p> <p>1.1 ITPMM Document</p> <p>1.2 Training meeting minutes</p> <p>1.3 Applied ITPMM</p> <p>2.1 ITPMM Document</p> <p>2.2 Training meeting minutes</p> <p>2.3 Applied ITPMM</p>	<p>ICT Solutions Development Reports by NITA-U</p> <p>ICT Project Development and Management Reports by NITA-U</p> <p>ICT Project Development and Management Reports by NITA-U</p>	

APPENDICES

List of ICT/Law Reporting Committee Members

- i. The Hon. Justice Geoffrey Kiryabwire -Chairman
- ii. Hon. Justice Jotham Tumwesigye - Justice of the Supreme Court - Member
- iii. Hon. Justice Fredrick Egonda-Ntende - Justice of the Court of Appeal - Member
- iv. Hon. Dr. Justice Henry Adonyo - Justice of the High Court - Member
- v. His Worship Gadenya Paul - The Chief Registrar - Member
- vi. Mrs. Dorcus W. Okalany - The Secretary to the Judiciary - Member
- vii. His Worship Fredrick Waninda - The Registrar Planning and Development - Member
- viii. His Worship Muwata Isaac - The Registrar – High Court - Member
- ix. His Worship Tadeo Assimwe - The Registrar – Inspector of Courts -Member
- x. His Worship Kisawuzi Elias - The Registrar – Research and Training - Member
- xi. Dr. Katja Kerschbaumer - The Advisor – Development Partner - Member
- xii. Mr. Okurut Felix - The Senior Economist - Member
- xiii. Mr. Ssenyonjo Herbert The Senior Librarian - Member
- xiv. Mr. Muyita Solomon - The Senior Communications Officer - Member
- xv. Mr. Ssinabulya Joseph - The Computer Programmer - Member
- xvi. Her Worship Elizabeth Akullo - The Law Reporting Officer – Documentation Centre - Member
- xvii. Her Worship Mugala Jane Ms. The Law Reporting Officer – Secretary Law Reporting Committee
- xviii. Mr. Kikabi David Sunday - The Principal Information Technology Officer – Secretary ICT Committee.

The Judiciary ICT Strategy Task Members

- i. Hon. Justice Nshimye Augustine – JSC
- ii. Hon. Justice D.K. Wangutusi – JHC
- iii. Hon. Justice Christopher Izama Madrama - JHC
- iv. Hon. Lady Justice Jane Kiggundu - The Executive Director – Judicial Studies Institute
- v. His Worship Vincent Emmy Mugabo – Assistant Registrar - Mediation
- vi. His Worship Lawrence Tweyanze – Chief Magistrate Nabweru
- vii. **The Members of the Technology/Law Reporting Committee.**



THE REPUBLIC OF UGANDA
LIST OF PARTICIPANTS AT THE ICT STAKEHOLDER'S WORKSHOP THAT WAS
HELD ON THE 7TH-8TH OF JUNE 2016 AT KABIRA COUNTRY CLUB

SN	NAME	DESIGNATION	ORGANIZATION	CONTACT
JUDGES				
1	Hon. Justice Bart Katureebe	The Hon. The Chief Justice	Judiciary	0772762194
2	Hon. Justice Dr Yorokamu Bamwine	The Hon. The Principal Judge	Judiciary	0772491316
3	Hon. Justice Jotham Tumwesigye	Hon. Justice of the Supreme Court	Judiciary	0772751616
4	Hon. Justice August Nshimye	Hon. Justice of the Supreme Court	Judiciary	0772465279
5	Hon. Justice Egonda-Ntende	Hon. Justice of the Court of Appeal/Constitutional Court	Judiciary	0782415162
6	Hon. Justice Dr. Henry P Adonyo	Executive Director –Judicial Studies Institute	Judiciary	0782684784
7	Hon. Justice Ezekiel Muhanguzi	Head Executions and Bailiffs	Judiciary	0772707188
8	Hon. Lady Justice Percy Tuhaise	Head Family Division	Judiciary	0772966650
9	Hon. Justice NDA Batema	Head Fort-Portal Circuit	Judiciary	0772457285
10	Hon. Justice David Wangutusi	Head Commercial Court	Judiciary	0777564195
11	Hon. Justice Christopher Madrama	Deputy Head Commercial Court	Judiciary	0702280700
12	His Worship Gadenya Paul	Chief Registrar	Judiciary	0772633828
REGISTRARS & DEPUTIES				
1	His Worship Elias Kisawuzi	Registrar - Research and Training	Judiciary	0752862334
2	His Worship Isaac Muwata	Registrar High Court	Judiciary	0772480318
3	His Worship Tadeo Asimwe	Registrar - Inspectorate of Courts	Judiciary	0772423715
4	Her Worship Harriet Sali	Registrar – Court of Appeal/Constitutional Court	Judiciary	0782854701
5	His Worship Lawrence Tweyanze	Deputy Registrar- Inspection	Judiciary	0782911976
6	His Worship Boniface Wamala	Deputy Registrar-Private Legal Secretary to the Hon. The Chief Justice	Judiciary	0772590786
7	Her Worship Olive Kazarwe	Deputy Registrar-Registry of Planning and Development	Judiciary	0772437270
8	Her Worship Dr Nakibuule Gladys	Deputy Registrar-Research	Judiciary	0772438329
9	His Worship Festo Nsenga	Ag. Registrar-Magistrates	Judiciary	0776807620

SN	NAME	DESIGNATION	ORGANIZATION	CONTACT
		Affairs and Data Management		
10	His Worship Vincent Mugabo	Deputy Registrar-Mediation	Judiciary	0772499683
11	His Worship Aloy Asisi	Deputy Registrar-Civil	Judiciary	0772482891
12	His Worship Dr. Douglas Singiza	Research Officer	Judiciary	0772445655
13	Her Worship Elizabeth Akullo	Law Reporting Officer - Documentation	Judiciary	0772562217
14	His Worship Daniel Lubowa	Ag. Personal Assistant to the Hon. The Deputy Chief Justice	Judiciary	0772427953
15	His Worship Aloysius Natwijuka	Ag. Personal Assistant to the Hon. The Chief Justice	Judiciary	0774040837
16	His Worship Alex Ajiji	Deputy Registrar-Civil	Judiciary	0772482891
17	His Worship Phillip Odoki	Deputy Registrar -Training	Judiciary	0772480318
18	Ms. Halima K Bukenya	Ag. Personal Assistant to the Hon. The Principal Judge	Judiciary	0782171379
FINANCE AND ADMINISTRATION				
1	Mrs. Dorcus .W. Okalany	Secretary to the Judiciary	Judiciary	0772458020
2	Mr. E. Ngene Muhindo	Under Secretary	Judiciary	0772619054
3	Mr. Andrew Khaukha	Technical Adviser	Judiciary	0787345496
4	Mr. Patrick Barugahare	Principal Human Resource Officer	Judiciary	0772592997
5	Mr. Linnard Nahabwe	Senior Assistant Secretary – Transport	Judiciary	0772399173
6	Dr. Katja Kerschbaumer	Senior Technical Advisor	Judiciary	0772749319
7	Mr. Robert Ssemwogerere	Senior Assistant Secretary – Protocol	Judiciary	0772497106
8	Mr. Joseph Matovu	Senior Assistant Secretary – Judicial Studies Institute	Judiciary	0772510160
9	Mr. Joseph Mutamba	Senior Procurement Officer	Judiciary	0784914053
10	Mr. Herbert Senyonjo	Senior Librarian	Judiciary	0772477106
11	Mr. P O Oways	Engineer-Estates	Judiciary	0782807557
12	Mr. Solomon Mwita	Senior Communications Officer	Judiciary	0772200089
NITA-U				
1	Mr. James Saaka	Executive Director	NITA-U	0772709516
2	Mr. Peter Kahigi	Director-E-Government	NITA-U	0772500040
VENDORS				
1	Mr. Nkalubo Edwin	Managing Director	Attitude	0773081171
2	Ms. Kyomugisha Immaculate	Legal Advisor	COMTEL	0782704829
3	Mr. SuubiNambwago	Business Analyst	COMTEL	0759555749
4	Mr. Chris Snelling	Director Sales	COMPUTAS	+4792468583
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