



THE REPUBLIC OF UGANDA
MINISTRY OF JUSTICE AND CONSTITUTIONAL AFFAIRS
JUSTICE AND LAW ORDER SECTOR (JLOS)

Consultancy Services for Systems Study, Design and Develop the Integrated Management Information Systems

Procurement Reference No.: MOJCA/Srvcs/09-10/0617

Final Inception Report

Submitted to:

The Head Procurement and Disposal Unit
Ministry of Justice and Constitutional Affairs
P.O. Box 8173
Kampala, Uganda

Submitted By:



Realtech Systems Limited

Plot 67 Bukoto Street, Kamwokya
P.O. Box 21214 Kampala
Tel: +256 414 236 616 Fax: 0414 53 22 11
Email: info@realtech.co.ug
Website: www.realtech.co.ug

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LIST OF ABBREVIATIONS AND ACRONYMS

CADER	Centre for Arbitration and Dispute Resolution
DB	Database
DPP	Directorate of Public Prosecution
ICT	Information and Communications Technology
IJMIS	Integrated JLOS Management Information System
GAL	Government Analytical Laboratory
JLOS	Justice Law and Order Sector
JSC	Judicial Service Commission
MGLSD	Ministry of Gender, Labour and Social Development
MOIA	Ministry of Internal Affairs
MOJCA	Ministry of Justice and Constitutional Affairs
MOLG	Ministry of Local Government
LDC	Law Development Centre
LG	Local Government
SQL	Structured Query Language
SRS	Systems Requirements Specification
TOR	Terms of Reference
UHRC	Uganda Human Rights Commission
ULRC	Uganda Law Reform Commission
ULS	Uganda Law Society
UPF	Uganda Police Force
UPS	Uganda Prison Service
URSB	Uganda Registration Services Bureau

1 INTRODUCTION

The Uganda Government Ministries, Departments and Agencies involved in the administration of the justice and maintenance of law and order have realized that Information and Communications Technology (ICT) and enterprise software systems provide a powerful weapon in the improvement of service delivery.

Procedures to manage the flow of information through the justice system often vary greatly among the different Justice, Law and Order Sector (JLOS) players. Different ICT systems are used to manage diverse transactions and store data; however ICT systems are built independently and thus cannot “talk” to one another. Because the information is stored in many different formats and on different technology platforms that are often incompatible, it is difficult or impossible to share information with others in the system.

It is against this background that the Ministry contracted Realtech Systems Limited (herein after referred to as the Consultant) to undertake a systems study and design the Integrated JLOS Management Information System (IJMIS) to enable sharing of information and collaboration across JLOS sector institutions and to generate integrated reports in order to effectively deliver justice to the public.

The Consultant commenced work on the 17th March 2011 and as part of the first activities, the Consultant was supposed to prepare an Inception Report.

This Inception Report, which has been prepared in close collaboration with the JLOS Secretariat and stakeholder institutions, presents the Consultant’s understanding of the assignment, a revised work plan, methodology for undertaking the assignment and preliminary findings after the first week into the assignment.

1.1 Objectives of the Assignment

Based on the ToRs and discussions held with stakeholders, the **main objective** of this assignment is to **study, design and develop the IJMIS** for the Ministry to enable it to monitor JLOS performance and influence improvement on service delivery to the people of Uganda.

1.2 Scope of the Assignment

The **specific objectives** tasks of the assignment are to:

- (a) Conduct a detailed system requirement study (SRS) to understand the user requirements and profile the specific information needs of various JLOS Institutions;
- (b) Provide an overview/mapping of the existing Management Information System in the JLOS institutions including; the Uganda Police, Directorate of Public Prosecutions, Ministry of Justice and Constitutional Affairs, The Court of Judicature (The Judiciary), Uganda Prisons, Uganda Law Society, Uganda Human Rights Commission, Uganda Law Reform Commission, Ministry of Local Government, Ministry of internal affairs, Judicial Service Commission, the Tax Appeals Tribunal and The Ministry of Gender Labour and Social Development (Juvenile Justice) and Centre for Arbitration and Dispute Resolution;
- (c) Provide a summary of existing non–automated/manual justice management, justice administration and justice flow information systems in the JLOS and assess their suitability viability for computerization;
- (d) Develop strategic, middle and operational level functional models of information and document flows, processing and reporting in the JLOS;
- (e) Review the current Information system in the JLOS institutions; identify the current/ future interfaces between the systems;
- (f) Based on the user requirements the consultant would prepare and submit a Systems Requirement Specification (SRS) as well as details about software specifications, hardware and network specifications required for running the IJMIS;
- (g) Undertake an IT Infrastructure gap analysis and needs assessment (to be detailed out in SRS document) so as to suggest the required hardware, Printers, Scanners, Servers, etc), software and LAN/WAN (Networking) for operationalising the IJMIS;
- (h) Design of the IJMIS specific to the needs of JLOS having features such as User friendly, High degree of data security, Portability to other platforms, easy & faster data entry and retrieval, Stringent data validation, Easy adaptability and up-gradation;

- (i) Test and operationalise the IJMIS for the period to be agreed on at designated implementation pilot sites and customs as per the user requirements. After successful pilot, scale – up country –wide as will be agreed on with the sector;
- (j) Prepare user/Systems Administration Manual containing all the features of the IJMIS and its use including trouble shooting and operationalise guidelines;
- (k) Train JLOS Staff in using the IJMIS and generate the necessary reports including trouble shooting and system operations;
- (l) Provide hand- holding and other support needed by the client for setting up and operationalising the IJMIS.

1.3 Comments on the Terms of Reference and Understanding of the Assignment

Based on discussions held with JLOS Secretariat and the JLOS technical committee, the specific tasks to be undertaken by the Consultant under this contract include:

1. **Assignment inception and scoping phase:** This phase involved holding meetings with the JLOS Secretariat and JLOS Technical Committee, agreeing on scope of work to be undertaken under this contract, assignment co-ordination and preparation of an inception report. The Consultant also reviewed several documents related to JLOS and prepared a draft inception report, which was reviewing by the technical committee on the 29th April 2011. Input from the technical committee has been incorporated in the draft inception report, resulting in the submission of a final inception report, in line with Contract.
2. **Situational assessment study:** The Consultant shall undertake the following tasks during the assessment and study phase:
 - a. Assess business processes, workflows, people skills and current and planned technology infrastructure, hardware, ICT software, business continuity planning and recovery process and gaps in JLOS institutions;
 - b. Review existing and planned JLOS-related systems in JLOS institutions;
 - c. Gather IJMIS requirements;
 - d. Based on the finding from bullets (a) through (c), prepare a draft report containing the following key areas:

- i. Situational assessment of ICT infrastructure, JLOS-related systems and business processes, IT skills, work flows, hardware, software and gaps in these areas. The report shall also contain the mapping of business processes, flow charts and information on business continuity practices in these organizations;
- ii. IJMIS requirement specifications;
- iii. Proposed future IJMIS business and technology architecture;
- iv. Proposed IJMIS deployment options and estimated costs;
- v. Proposed work plan for acquisition/development of IJMIS;
- vi. Proposed implementation plan including the scope of software development to be undertaken under this contract;
- vii. Change management strategy; and
- viii. Risk management strategy.

The detailed structure of the situational assessment report has been included in Appendix 1 of this report.

- e. Review the report with JLOS technical committee;
- f. Refine the report to capture input from the technical committee;
- g. Submit a draft final report to the JLOS Secretariat for approval; and
- h. Prepare and submit a Final Report on the assessment.

It must also be noted that the requirements gathered under this contract shall be used by the JLOS Secretariat to solicit bids from firms to implement the full-scale IJMIS.

3. Design and develop the system: Based on the preliminary requirements gathered from the JLOS Secretariat (to be revalidated during the assessment phase), it is NOT POSSIBLE to undertake the development of the fully-fledged IJMIS under this contract. However, the Consultant shall develop an integrated web-based system to be agreed upon with the JLOS Secretariat and Technical Committee immediately after the study is done. Specifically, the consultant shall undertake the following activities under this phase:

- a. Design the IJMIS based on the agreed scope of development;
- b. Review design with the technical committee;
- c. Refine the designs and share refined design with JLOS Secretariat for approval;
- d. Develop the IJMIS based on agreed scope of development;

- e. Carry out unit and system testing;
 - f. Prepare administrator and user manuals;
 - g. Install IJMIS at the JLOS Secretariat in preparation for testing;
 - h. Train selected users on the system;
 - i. Carry out full-scale testing of the system with the client;
 - j. Fix identified bugs in the system and update the client installation. Also, refine the documentation to reflect bugs fixed;
 - k. Re-start the system again to ensure full compliance with approved requirements and if any bugs are found, repeat steps (i) and (j) until all bugs are fixed;
 - l. Submit system source code and installation report;
 - m. Upload any existing data;
 - n. Deploy the system at the JLOS Secretariat;
4. **Piloting and Rollout of the IJMIS:** The Consultant shall work with the JLOS Technical Committee and the Secretariat to plan and undertake the piloting and rollout of the M&E system. Specifically, the Consultant shall undertake the following activities:
- a. **Pre-Rollout Planning:** A number of activities need to be undertaken to ensure smooth piloting and rollout. Even if most of the activities may have been previously planned, there is need to ensure compliance ahead of the piloting and rollout. It is also worth noting that the Consultant billed for IJMIS rollout to a single organization. As such further rollout shall be billed at a later stage. The pre-pilot activities shall constitute:
 - i. **JLOS Server Room Preparation** - to facilitate piloting/rollout team training, the JLOS Server room needs to be operationalised. All computers to be used need to be operational and connected to the local area network and wide area network. The PCs shall need to have valid and up-to-date anti-virus software and prerequisite software (e.g. Microsoft Operating Systems, Web Browsers, and so on);
- Backup and business continuity measures must also be in place so as to guard against data loss.

- ii. **Training of Piloting/Rollout Teams** - All staff to participate in this exercise must attend training, including refresher training, which should be structured to address some of the problems encountered in previous rollouts. Only members who successfully complete rollout training should be allowed to participate in the piloting/rollout;
 - iii. **Notification to JLOS Institutions:** There is need to notify management in the respective institutions ahead of time to minimize conflict of the piloting/rollout with other activities or to ensure availability of required staff and continuity of institution activities alongside the rollout/piloting exercise.
 - iv. **Prequisite Training Requirements:** The staff to participate in the piloting/rollout should possess minimum qualifications and skills to be stipulated later on. These shall include possession of adequate computer skills like proficiency in Microsoft Office;
 - v. **Rollout Materials and Transport** – Rollout Team Leader should endeavour to obtain all the rollout materials well in time to allow preparation. Also, adequate preparation need to me made with the Transport section, to ensure transport on the required day. A transport schedule (showing LGs to be visited, vehicle to be used and driver and departure date) need to be pinned on the MOLG Notice Boards regular.
- b. **Rollout Team Composition:** The rollout team shall comprise of the Consultant, JLOS Technical Committee team and IT representative of the institution to be piloted and IT;
5. **Support:** The Consultant shall provide post-installation support for 4 months under which, we shall hand-hold the users in the JLOS institutions to ensure they are comfortable in the use of the system

2 TECHNICAL APPROACH AND METHODOLOGY

The methodology sets out a proposed approach on how the key tasks, outlined in Section 1 shall be executed.

This project shall be sub-divided into 4 stages, namely:

- a) **Project Inception:** During this phase, the Consultant held meetings with Key Project Team, agreed on the counterpart team, logistics and assignment co-ordination and preparation of an inception report. The Consultant also reviewed several documents related to JLOS and preliminary findings are discussed in Section 4 of this report. The Consultant also obtained detailed terms of reference document and sample reports that would be helpful at the next stage of the project. The Inception report has been prepared and shall be reviewed with the stakeholders before submitting a final and an acceptable report.
- b) **Assessment of JLOS Institutions, Requirements Collection and Analysis:**
This shall proceed as follows:
 - i. **Literature Review and Fact-Finding:** Firstly, we shall:
 - a) Study the structure and functions of the institutions, their business processes, roles and how they interrelate with each other and their information needs and requirements. We shall also examine the existing information diagrams;
 - b) Secondly, we shall review past policy reports, other literature on Ministry, procedures, work plans, policy statements, stakeholder literature and existing frameworks to obtain an understanding on key outputs, indicators and challenges faced previously;
 - ii. **Review of existing systems:** We shall also examine existing JLOS-related systems in JLOS institutions, to obtain an understanding of how the IJMIS is supposed to relate with these systems, institution-specific requirements and hardware and software gaps in these institutions. We shall also examine existing IT infrastructure with a view of understanding existing gaps.
 - iii. **Interviews of key personnel:** We shall also **interview** staff involved in JLOS-related activities to obtain the IJMIS information requirements, process flow and reports expected out of the system. We shall also interview senior management of respective JLOS institutions to understand their needs and direction their institutions are taking and in the near future;

- iv. Based on the identified needs and assessment study, we shall **prepare a draft report on the study** document which shall be submitted to the JLOS Secretariat for review and approval before proceeding with systems design and development. This document shall include system and functional requirements, hardware and software needs and any other relevant information required for smooth operationalisation of the IJMIS.

The study report is supposed to inform the team of the extent of software development to be undertaken under this contract;

- c) **Design and development of the IJMIS:** Using Computer-Aided Design software, Visual and other software tools the consultant shall design the IJMIS based on the SRS obtained in step (b) above. Based on the design, the consultant shall develop the IJMIS based on Microsoft Visual Studio 2010 (.Net) using C# and running on Oracle 10g or SQL Server 2008 database, as the MOJCA shall choose.
- d) **Testing:** We shall prepare an acceptance test plan, based on the requirements, which shall be used to verify that the IJMIS developed meets user requirements. At the end of this testing, we shall produce an acceptance test report highlighting failed and passed features and the level of severity of each of the features failed. Based on the acceptance test report, we shall proceed to fix any issues identified and this shall be repeated until the system fully meets user requirements.
- e) **Training:** Identified JLOS staff shall be trained on how to manipulate the system while systems administrators shall be trained on how to deploy the system and manage its security. A training report shall be produced at the end of this phase. The training shall be based on pre-developed training manuals, which shall be reviewed and approved by JLOS.
- f) **Piloting:** During this phase, we shall install the system in a few centers so that what was trained is real conceptualized by the users. A pilot report will be provided to help in the final deployment phase of the project.
- g) **Deployment:** During this phase, we shall install the final version of the system on approved hardware, set up security, migrate data into the system and ensure the system is ready for cut-over. We shall also delete any unwanted data from the system.

- h) Post-Installation Support:** We shall provide post installation support for 4 months after deployment, which shall include fixing any bugs identified in the system and provision of any required reports. We shall prepare and submit monthly post-installation reports to management.

- i) Project Closure:** We shall prepare an Assignment Closure report, detailing what has been done and get it signed off by the MOJCA.

3 REPORTING, MONITORING AND EVALUATION

3.1 Reporting

The Consultant will also work closely with other JLOS Secretariat and stakeholders institutions in preparation, review and submission of the following deliverables:

- a) **Draft Inception Report** showing appreciation of the task and priorities by 4th April 2011.
- b) **Final Inception Report** by the 9th May 2011 upon receiving comments from stakeholders.
- c) **Draft Situational Analysis report** by the 15th June 2011 containing a detailed description of existing ICT systems, ICT infrastructure, ICT human resource, IJMIS business process data model, hardware and software requirements, IJMIS user requirements as well as interfaces requirements;
- d) **A Final Situational Analysis report** by the 30th June 2011 reflecting input from the JLOS Secretariat and institutions;
- e) **IJMIS system installed for testing in the MOJCA with user manuals** by 31st August 2011 ready for testing.
- f) **Final IJMIS installed at a location to be agreed upon during the study. The installed systems shall be accompanied by user and administrator manuals** by 30th September 2011 after receiving comments from the technical committee and stakeholders.

3.2 Inception Report Presentation

To ensure maximum involvement of stakeholders, a participatory approach was adopted in this assignment to deliver the Inception Report. Meetings were held with stakeholders from JLOS during the first week of the assignment. The next sections present the Consultant's initial findings and the general vision of main issues of the stakeholders. The list of JLOS stakeholders consulted is in Appendix 1.

3.3 Existing System(s) and ICT Infrastructure Review

This study shall cover examine information needs of all JLOS institutions, existing systems, ICT infrastructure, hardware, software, human resource skills, detailed business processes, existing gaps for the deployment of IJMIS and based on this develop a report containing:

- a) Existing ICT infrastructure, existing gaps and proposals for IJMIS operationalization;
- b) A review report on existing systems at both the JLOS institutions, information needs, required interfaces, existing technologies (databases, application servers, and so on) and required software for deployment of IJMIS;
- c) A conceptual model of the IJMIS system;
- d) IJMIS requirements specifications arising from gathered user needs. This shall include business rules governing existing and proposed processes; and
- e) Any IJMIS issues, which may arise during the study and are deemed to have effect on smooth implementation of IJMIS.

This Report shall also identify the problems, constraints and limitations for the IJMIS to be developed.

3.4 Integrated JLOS Management Information System and End User Manuals

Basing on the preliminary investigations carried by the consultant, the IJMIS system will reflect all the requirements. The software development platform to be used to develop the IJMIS shall be determined during the study;

It shall be accompanied with a user friendly manuals to assist users operate the IJMIS and administrator manual to enable JLOS institutions support the system.

We propose to hold stakeholder workshops in which to review the above outputs.

3.5 The Final Report submission

The Final Report will be prepared and submitted by the 30th August 2011 after the submission of the Draft Report and getting the feedback on the report. The Final Report should incorporate the remarks of the Client and other stakeholders presented during the Draft Report presentation, discussions and review. It will summarise the project, its results, and provide recommendations according to the requirements in the Terms of Reference.

This report shall also be accompanied by softcopies of all reports on CDs/DVDs and IJMIS source code.

4 PROJECT ACTIVITIES AND INITIAL FINDINGS

4.1 Fact Finding

After meetings with JLOS stakeholders, the scope of work became much clearer though significantly much more than was billed in the technical and financial proposals. Specifically, the meetings have harmonized the varying views and ideas on how the assignment will be approached and scope of work.

Some of the salient discussion points that resulted from that meeting include:-

- There were divergent views between the consulted JLOS representatives on what the actual functionality of the IJMIS system would deliver; and
- Review of documents on the detailed design of the system show that the requirements understood by the consultant during the bidding and contract signing seem to be less descriptive and will have a bearing on the scope and deliverable and hence project cost.
- There was need for the consultant to carry a very detailed study and extensively report on any issues that would have a bearing on the IJMIS; this was a result of re-scoping having realized the scope of work had changed due to change of requirements that had not been earlier availed.

4.2 Scope of Development to be Undertaken under Current Contract

As highlighted earlier in the report, the review committee agreed that the scope of development to be undertaken during the implementation of a fully-fledged IJMIS, is too broad to under undertaken at this contract. This results from the fact that the detailed terms of reference, which highlight required functionality of the proposed IJMIS, were not available in the ToRs and only came to the surface during discussions with the Secretariat. These functionalities include:

- Workflows
- Document management
- Accessory system enhancements such as optical character recognition and a fax server seem to be a major system requirement

It was therefore resolved that, the Consultant carries out a detailed IJMIS study and develops part of the IJMIS to demonstrate the integration concept. The actual scope of development to be undertaken shall be advised by the study.

The IJMIS system and JLOS institutions systems are shown in Figure 1 below:

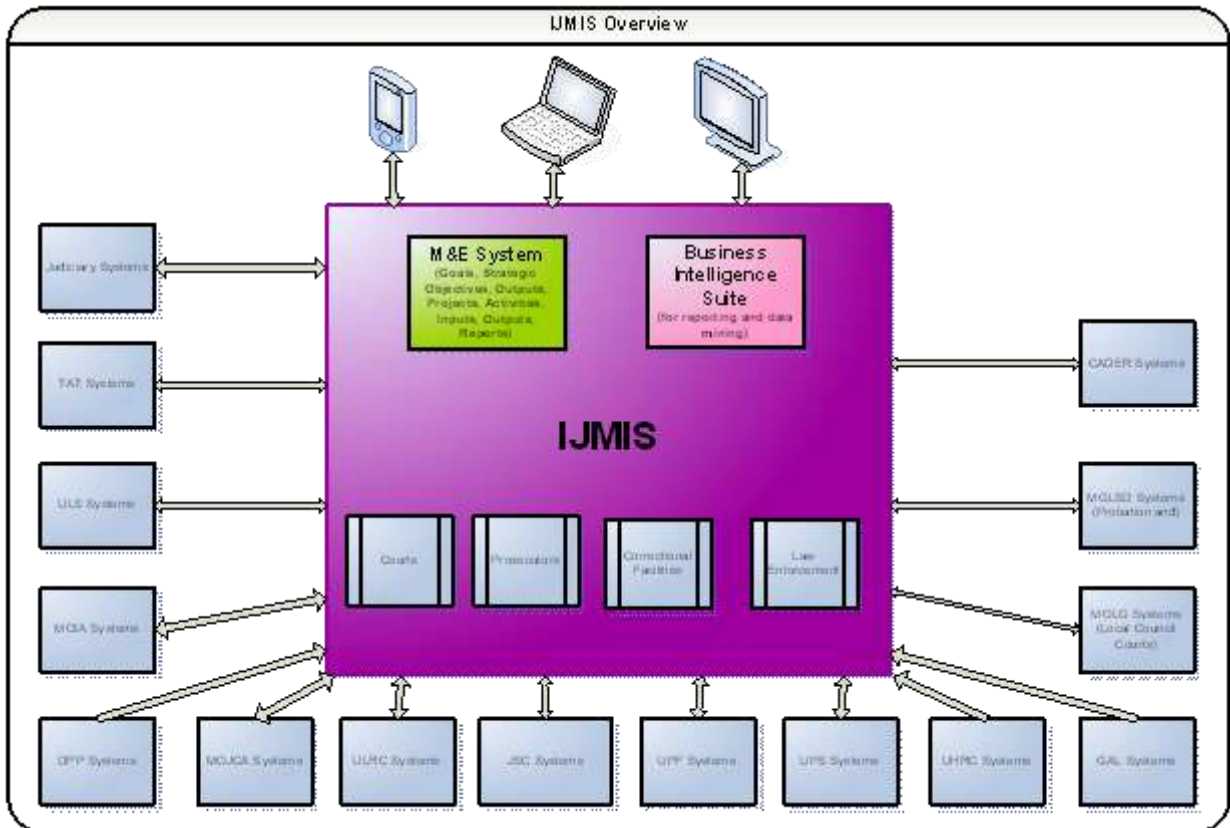


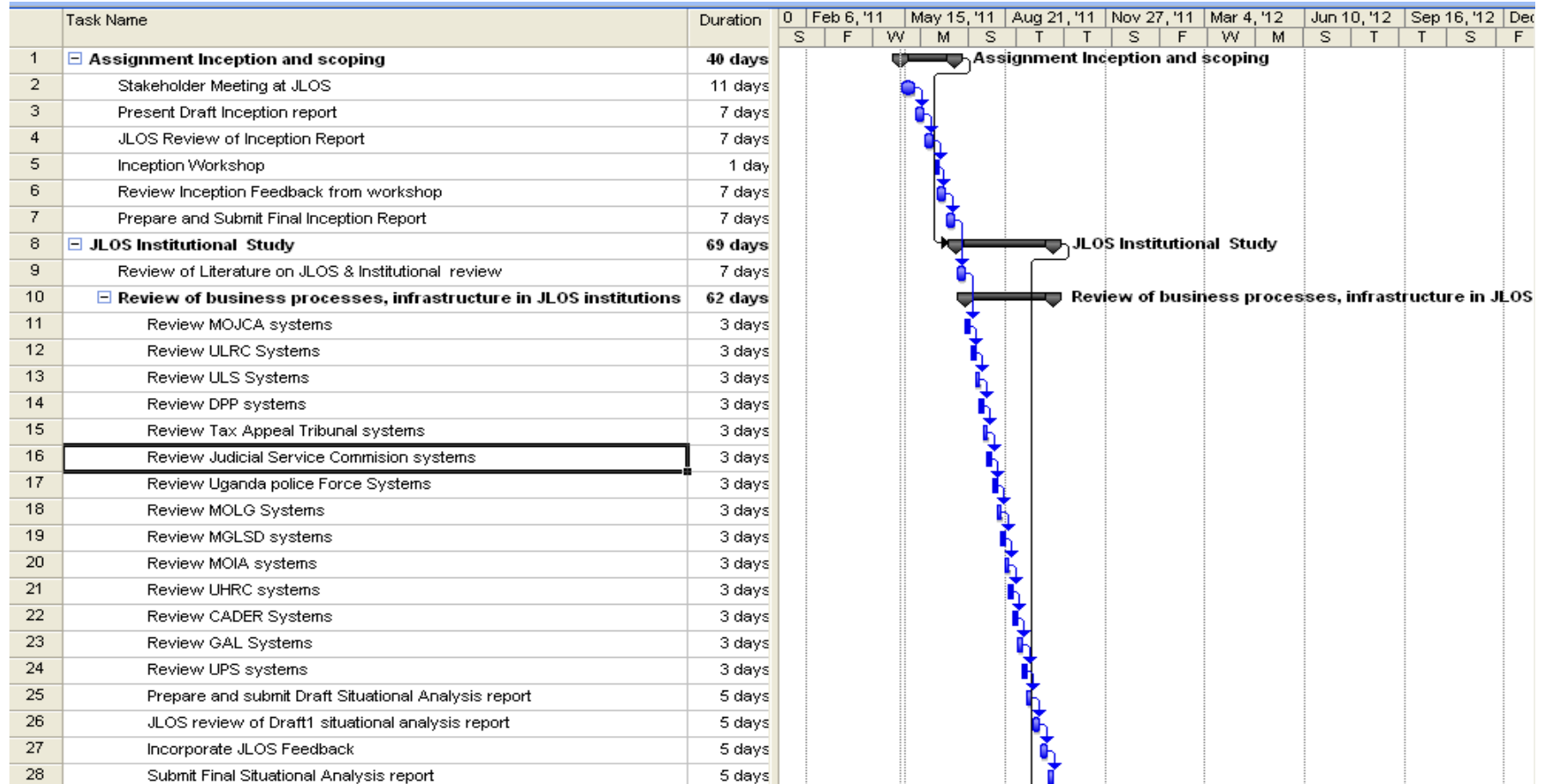
Figure 1: IJMIS Overview

4.3 Some assumptions and limitations of the IJMIS Project

There are a number of assumptions made in this project and/or limitations which are assumed to be existent for the smooth running of the IJMIS:

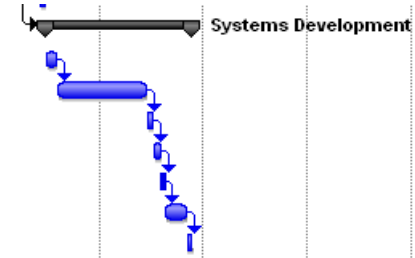
1. Availability of relational database software within the JLOS Secretariat which will be used to run the IJMIS. The Consultant will provide the tools required for development purposes only.
2. Availability of competent database administrators or staff with high practical knowledge of database and SQL within JLOS.
3. Availability of networks with minimum requirements such as internet to help test the web based functionality of the IJMIS.
4. JLOS and other stakeholder officials are readily available to provide information on current processes and requirements for IJMIS. As noted in the work plan, we allowed three days to deal with each institution. This time includes discussions with several officials, review of documents and laws, which is very unrealistic. To mitigate this risk, officials should pass on any documents which may be useful in this regard as fast as possible to enable the Consultant capture most issues as accurately as possible. A lot of cooperation has been evident during the first phase of the assignment and is assumed to continue in subsequent weeks.
5. JLOS staff have knowledge and understanding of what the proposed IJMIS system is meant to solve, this will be very vital in the study phase as it will fasten the process since staff to be interviewed know what information to be passed on to the consultant.
6. Salient business processes for the smooth operationalisation of IJMIS are known or be identified.

5 WORK PLAN



Consultancy Services for Systems Study and Design for Integrated Management Information Systems
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29	<input type="checkbox"/> Systems Development	98 days
30	Prepare and submit Final user requirement Document	7 days
31	Implement system	60 days
32	Testing	5 days
33	User Training	5 days
34	Piloting IJMIS	3 days
35	Deployment	15 days
36	Project Closure	3 days



6 APPENDIX

6.1 Appendix 1: Structure of the IJMIS Study report

1 EXECUTIVE SUMMARY

- 1.1 Objective of the study
- 1.2 Methodology
- 1.3 Situational Analysis
- 1.5 IJMIS System requirements
- 1.6 Proposed future IJMIS business and technology architecture
- 1.6 Proposed IJMIS deployment options and estimated costs
- 1.7 Proposed work plan for acquisition/development of IJMIS
- 1.8 Proposed scope of software development to be undertaken under this contract
- 1.9 Change management strategy
- 1.10 Risk management strategy
- 1.11 Critical Success Factors for the IJMIS
- 1.12 Institutional Issues and required structures
- 1.7 Way Forward

2 INTRODUCTION

- 2.1 Background
- 2.2 Rationale
- 2.3 Key objectives of the assignment
- 2.4 Assignment deliverables
- 2.5 Methodology and Approach
- 2.6 Constraints
- 2.7 Structure of this report

2 STUDY FINDINGS

- 3.1 Overview of JLOS, Sector Institutions and Core Roles
- 3.2 Business Processes in JLOS Institutions
- 3.3 Current Technology Infrastructure
- 3.4 Planned Technology Architecture
- 3.5 Existing People Skills and Gaps
- 3.5 Existing Software, Hardware and Business Continuity Practices
- 3.6 Existing Gaps in JLOS Institutions
- 3.7 JLOS-related systems in JLOS institutions
- 3.8 Existing Gaps

3 IJMIS REQUIREMENTS SPECIFICATIONS

- 4.1 IJMIS Functional Requirements
 - 4.1.1 Law Enforcement
 - 4.1.2 Courts
 - 4.1.3 Prosecution
 - 4.1.4 Correctional Facilities
 - 4.1.5 Interfacing Requirements
- 4.2 IJMIS Technical Requirements
 - 4.2.1 Security and Auditing Requirements
 - 4.2.2 Hardware and Software Requirements
 - 4.2.3 Communication Requirements
- 4.3 Project Management
- 4.4 Training requirements
- 4.5 Technical support, change management and training

4 IJMIS BUSINESS AND TECHNOLOGY ARCHITECTURE

- 5.1 The Business Systems Architecture (BSA)
 - 5.1.1 Definition of BSA
 - 5.1.2 BSA Vision
 - 5.1.3 Objectives of the BSA
 - 5.1.4 The Qualities of the Target BSA
 - 5.1.5 Guiding Principles of the BSA
 - 5.1.6 Components of the BSA
 - 5.1.7 Organisation and People
 - 5.1.8 Regulatory Framework
- 5.2 The Technology Architecture (TA)
 - 5.2.1 Definition of TA
 - 5.2.3 Technology Architecture Objective
 - 5.2.4 Relationships between ISA BSA and TA
- 5.3.5 Approach to building systems - Centralised vs. Decentralised

6 IJMIS DEPLOYMENT OPTIONS

5 COSTS ESTIMATES

- 7.1 Hardware & LAN costing
- 7.2 Software licensing and system operations costs
- 7.3 Technical support, change management and training
- 7.4 IJMIS Purchase and Configuration
 - 7.4.1 Custom Development Off-the-Shell Product
 - 7.4.2 Turn-key Solution
 - 7.4.3 Analysis of options

6 WORK PLAN FOR ACQUISITION OF IJMIS

9 SCOPE OF SOFTWARE DEVELOPMENT TO BE UNDERTAKEN UNDER THIS CONTRACT

10 POTENTIAL BENEFITS AND JUSTIFICATION OF THE IJMIS

- 10.1 Potential Benefits of IJMIS
 - 10.1.1 Tangible & Quantifiable Benefits
 - 10.1.2 Intangible & Quantifiable Benefits
 - 10.1.3 Tangible & Unquantifiable Benefits
 - 10.1.4 Intangible & Unquantifiable Benefits
 - 10.1.5 Critical Success Factors for the IJMIS
- 10.2 Expected Challenges
 - 10.2.1 Current Manual Systems
 - 10.2.2 Infrastructure and IT Skills
- 10.3 Institutional Issues and required structures at JLOS Secretariat & Institutions

11 WAY FORWARD

- 11.1 Systems selection and implementation

12 CHANGE MANAGEMENT STRATEGY

- Appendix A.1 Detailed Requirements
- Appendix A.2 Stakeholders Consulted
- Appendix A.3 List of Documents reviewed
- Appendix A.4 Inception report

6.2 Appendix 2: List of Stakeholders Consulted

1. Mr. Paul Gadenya, JLOS Senior Technical Advisor
2. Mr. Sam Wailagala, JLOS Technical Advisor, Monitoring and Evaluation
3. Mr. Edgar Kuhimbisa, Content Management Specialist, MOJCA
4. Mr. Alfred Magezi, Head Procurement and Disposal Unit, MOJCA
5. Mr. Richard Ndikuryayo, Principal Statistician, MGLSD
6. Mr. T. Namugerwa, MOIA
7. Mr. Peter Okubu, DPP
8. Mr. J. Mugabi, LDC
9. Ms. D. Sakwa, ULRC
10. Ms. Mariam Nassanga, JSC
11. Mr. Wilberforce Wandera, URSB
12. Mr. Joseph Tenywa
13. Mr. Dan Munanura, UPF
14. Mr. D. Kikabi, The Judiciary
15. Mr. B. Justus, MOJCA
16. Mr. Sam Peace
17. Mr. J. Ssinabulya, The Judiciary
18. Ms. Justus Byamukama

No	Name	Institution	Telephone	Email
1.	Richard Ndikuryayo	MoGLSD	0772-496595	ndiku@mglsd.go.ug
2.	Teddy Namugerwa	MIA	0772-579674	t.namugerwa@mia.go.ug
3.	Peter Okubu	DPP	0772-408416	peter.okubu@dpp.go.ug
4.	Joseph Semugabi	LDC	0772-660152	jomugabi@ldc.ac.ug
5.	Doreen Sakwa	ULRC	0718-494005	dsakwa@ulrc.go.ug
6.	Nassanga Miriam	JSC	0712-379585	mnassanga@jsc.go.ug
7.	Wilberforce Wandera	URSB	0772-500482	wilberforce.wandera@gmail.com
8.	Joseph Tenywa	UPS	0711-553920	josephdenywa@gmail.com
9.	Dan Munanura	UPF	0715-490356	dan.munanura@upf.go.ug
10.	David Kikabi	Judiciary	0772-446094	dkikabi@judicature.go.ug
11.	Justus Byamukama	MOJCA	0772-330366	bjustus@justice.go.ug
12.	Sam Kapeace Kambere	MOJCA	0712-990107	kapeace@gmail.com
13.	Joseph Ssinabulya	Judiciary	0774-380929	jssinabulya@judicature.go.ug
14.	Sandra Ssali	Uganda Prisons	-	sa2k1ndra@yahoo.com
15.	Sam Wairagala	JLOS Secretariat	0772-503593	sam.wairagala@jlos.go.ug
14.	Edgar Kuhimbisa	JLOS Secretariat	0712-300019	ekuhimbisa@jlos.go.ug

6.3 Appendix 3: List of Documents Reviewed

1. The IJMIS Contract
2. The JLOS Strategic Plan
3. JLOS Annual Progress Reports
4. IJMIS Detailed requirements documents
5. Assorted documents from JLOS website

6.4 Appendix 4: Terms of Reference