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**Report on the strategy of the Court
on Information and Communication Technologies**

Note by the Secretariat

The Secretariat of the Assembly of States Parties has received the following report from the Court and has been requested to submit it to the Assembly, through the Committee on Budget and Finance.

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Acronyms and abbreviations:

e-Court	Electronic Court
ERP	Enterprise Resource Planning
FACTS	Functional Administrative Common Tracking System
GCDN	Global Communications and Data Network
ICT	Information and Communication Technologies
ICTS	Information and Communication Technologies Section
ITSB	Information Technology Systems Board
MOSS	Minimum Operational Security Standard
SLA	Service-level agreement
COTS	Commercial Off-The-Shelf Software

I. Introduction

1. At its fourth session, the Assembly of States Parties "endorsed the recommendation of the External Auditor and the Committee on Budget and Finance that the Court develop an ICT strategy closely aligned to its core business objectives. The Assembly proposed that the Committee on Budget and Finance should examine this strategy in order to allow further consideration of ICT requirements at the fifth session of the Assembly."¹

2. This strategy paper is a working document that describes the high-level strategy of the Information and Communication Technologies Section (ICTS) of the Court, its mission, objectives, expected results and execution strategies.

3. The ICT strategy is derived from the strategic goals and objectives of the Court, specifically from the strategic objective to "become an 'e-institution' that provides high information security." The ICT objectives are linked to the Court's objectives and aligned with the budget, to establish a direct connection between the Court's Strategic Plan and the ICT budget.

4. The use of electronic systems as tools to carry out the Court's mandate is also recognized in the Regulations of the Registry, the Rules of Procedure and Evidence and the Regulations of the Court. For example, regulation 26 of the Regulations of the Court states that the Court "shall establish a reliable, secure, efficient electronic system which supports its daily judicial and operational management and its proceedings."

5. The strategy sets the priorities for the next ten years. Implementation will take into consideration the resources, skills and capability available to the Court. Its delivery will be carefully planned, tested and aligned with the implementation of short- and medium-term goals.

¹ *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Fourth session, The Hague, 28 November – 3 December 2005* (International Criminal Court publication, ICC-ASP/4/32) part II, B.2, para. 23.

6. The first medium-term plan was approved and executed in 2003-2004, followed by a second medium-term plan for 2005-2006, which is still guiding the current programme. The following governance programmes are in place:

- (a) 2003-2004 medium-term plan
- (b) 2004-2005 strategic IT review and IT risk assessment
- (c) 2005-2006 medium-term plan
- (d) 2006-2016 strategic paper (leading to the Strategic Plan).

7. The governing body of the ICTS is the Information Technology Systems Board (ITSB). It guides the process of defining the strategy for technology and information systems and strives to create a cohesive ICT strategy for the entire Court as described in the terms of reference. On the basis of capital investment plans and careful technical analysis, priorities are assigned and ICT investment decisions prepared.

II. ICT mission statement

8. The mission of the ICTS is to assist the Court in achieving its goals and objectives. It will do so by using a client-oriented approach to build and maintain a highly reliable, secure and scalable information and communication system, infrastructure and architecture that allows the Court to execute its mission globally in an effective manner.

III. Objectives

9. Four key objectives have been established for ICTS. ICTS can identify with many of the Court's strategic objectives, however the key objectives on which ICTS's strategy and alignment are based are objectives 1, 2, 9, 12 and 20. These objectives are also consistent with the requirements of the Regulations of the Court and the Regulations of the Registry. The objectives are listed below in numerical order to reflect the alignment with the Court's objectives. They are therefore not prioritized.

- (a) Continue to establish a common and secure information technology (IT) infrastructure based on client-oriented user requirements and agreed service levels for all operational areas.
- (b) Provide secure access to information systems, supporting full user mobility in the field, while maintaining the required confidentiality and integrity of the processed and stored information on the Court's global communications and data network.
- (c) Work with clients to ensure that all information systems properly reflect the optimum streamlined business processes at the least possible cost.
- (d) Fully integrate by electronic means all data relating to all the aspects of a case, from monitoring situations and conducting investigations through to supporting the judiciary in prosecuting and defending all phases of a trial ('e-Court').

Table 1. Alignment of ICT objectives to Court strategic objectives

Court strategic objectives	ICT objectives (aligned)	How they are aligned
<p>Objective 1: Conduct X investigations and Y trials, subject to external cooperation received.</p> <p>Objective 2: Put in place a system to address all security risks, striving for maximum security of all participants consistent with the Rome Statute.</p>	<p>1. Operate a common and secure IT infrastructure based on client-oriented user requirements and agreed upon service levels for all operational areas.</p>	<p>Effective investigations and trials require reliable and secure voice and data networks to carry out the Court's mandate.</p> <p>Field operations like investigations and witness protection require equipment operating at the highest security levels.</p>
<p>Objective 9: Develop and implement a structure to ensure publicity of all proceedings for locals and global audiences.</p>	<p>2. Provide secure access, supporting full user mobility in the field, while maintaining the required confidentiality and integrity of the processed and stored information on the Court global communications and data network.</p>	<p>Provision of the appropriate equipment and secure video link solutions to support outreach activities. Building a secure global communications and data network will allow proceedings to be followed in multiple locations.</p>
<p>Objective 12: Put in place a system of programmes to achieve identified optimal levels of quality with maximum efficiency.</p>	<p>3. Work with clients to ensure that all information systems properly reflect the optimum streamlined business processes at the least possible cost.</p>	<p>Efficiency and streamlining of business processes contain administration costs. Consistent processes throughout the Organization increase the quality of the outputs.</p>
<p>Objective 20: Become an 'e-institution' that provides high information security.</p>	<p>4. Fully integrate by electronic means all the data relating to all aspects of a case, from monitoring situations, conducting investigations to supporting the judiciary in prosecuting and defending all phases of a trial ('e-court').</p>	<p>Integrated systems offer higher levels of efficiency and security and are more cost-effective in the long term. Full role-based overview of judicial and administrative data will limit errors inherent in paper-based systems.</p>

Table 2. Alignment of ICT objectives to ICT budget narratives

Objectives	Performance indicators	Expected results
Operate a common and secure IT infrastructure based on client-oriented user requirements and agreed service levels for all operational areas.	Hours of system uptime divided by hours in service. Number of requests addressed as agreed in service-level agreement (SLA) divided by number of requests.	99.2% of average system uptime with no unplanned external access. 99.2% of requests for service and operational support responded to within the agreed time frame as stipulated in the SLA.
Provide secure access to Court information while maintaining the required confidentiality and integrity of the processed and stored information on the Court global communications and data network.	Number of successful missions and hearings with no ICT issues reported, divided by number of missions and hearings. Number of confidentiality-related incidents reported, divided by number of confidentially stored items.	99.5% of missions and court hearings are supported and conducted as planned. No confidential information is compromised due to technology-based issues (99.9%).
Work with clients to ensure that all information systems properly reflect the optimum streamlined business processes at the least possible cost.	Number of hearings conducted where evidence and Court records are displayed and processed electronically, divided by the total number of trials.	Streamlined processing of Court information (50%).
Fully integrate by electronic means all the data relating to all the aspects of a case, from monitoring situations and conducting investigations through to supporting the judiciary in prosecuting and defending all phases of a trial ('e-Court').	Number of integration points between the various e-court information systems reflecting phases of cases, budget planning and expenditure.	Improved access to the Court's judicial and administrative data with reliable service of Court records and better legal research capabilities (40%).

IV. Strategies to achieve the objectives

10. The following strategies will be put in place to give focus to the objectives:

- (a) Align ICT with the Organization and its clients and ensure continuity of services and secure systems availability for all operational areas (ICT objective 1).
- (b) Build a Global Communications and Data Network (GCDN) (ICT objective 2).

- (c) Ensure that the information systems reflect the business process and best practice (ICT objective 3).
- (d) Build and integrate the ERP administrative and judicial systems to enable the Court to function as an e-court using digital signatures, electronic archiving, video links and encrypted voice and data traffic and storage (ICT objective 4).

A. Strategy 1 – Align ICT with the Organization

Expected results

11. An industry standard average system uptime with no unplanned external access and a high level of requests for service and operational support responded to within the agreed time frame as stipulated in the service-level agreement.

Quality service provider

12. Integrating ICT with the Organization's operations positions ICT as a strategic tool for the Organization and not solely as a cost. ICTS will become 'client-centric' by informing users of the status of their requests in a timely fashion and deliver services to assist them with achieving their own objectives.

Business case for all major projects

13. Ensure that presentation of all major ICT initiatives is backed up by a "business case" explaining the need for the investment, the immediate and long-term costs, the cost of not performing the activity and the advantages the investments will bring to the Organization. Ensure by means of proper training programmes that these investments are fully accepted by the users.

Increased availability of systems

14. Subject to approved funding, ensure that courtroom activity will not be delayed as a result of the non-availability of IT systems. This is to ensure that disruption is kept to a minimum. Achievement of the result will be made transparent through internal publication of the monthly information systems availability figures against agreed service levels.

B. Strategy 2 – Build a Global Communications and Data Network (GCDN)

Expected results

15. A high percentage (99.5%) of investigations, missions and court hearings are supported and conducted as planned with no confidential information compromised as a result of technology-based issues.

16. A scaleable, modular GCDN based on a building-block approach links all field offices and mobile users to the Court network and will give the Court the ability to centralize its data depositories.

One Court network

17. Install a reliable unified network connecting all Court locations using a combination of fibre, satellite and wireless technologies and a mirror site. This unified network will allow the Court to extend the availability of all applications to field offices when required. An advantage of this development would be a reduction in communication costs, as telephone calls made from the field offices to headquarters would be considered internal calls. The Court would build on these developments to see how mobile telephone calls could be relayed

through its satellite systems in an attempt to lower the communication costs of international calls.

18. Whenever possible, take advantage of United Nations facilities for building field offices and utilizing their communications and logistics infrastructure. The Court is tied into the United Nations security apparatus, which includes MOSS compliance. This requires close interaction with United Nations two-way radio communication systems. Its competitive and favourable pricing models are an added advantage of utilizing the United Nations global satellite infrastructure.

Infrastructure

19. The establishment of an industry standard infrastructure throughout the Court's buildings to support the GCDN is essential. On top of this infrastructure layer, a strong reliable suite of personal computers, networks and operating systems capable of handling current desktop productivity software has already been installed.

20. ICTS has developed strategic long-term partnerships with hardware and software providers to ensure it gets the best value for money over the long term. The standards require these partners to have active NATO security clearance and formal operating procedures.

21. The suite of personal computers, printers, servers, telephones, radios, satellite equipment, databases, applications etc. have all been standardized to ensure a minimum number of staff can support a given amount of equipment and information systems.

22. The core information technology infrastructure is seen as critical to the continued operations of the Court. Without these systems and infrastructure in place, no real development can be made in other areas. These systems include:

- (a) Current generation desktop computers and printers (these will continue to be used alongside a four-year replacement programme).
- (b) Current generation file servers (these will continue to be used alongside a three-year replacement programme) and up-to-date operating systems and databases.
- (c) Installation of certified data cabling and infrastructure throughout the Court and courtrooms.
- (d) Implementation of a suitable network infrastructure to support the field offices to the Minimum Operating Security Standards (MOSS) with a replacement programme as required.

Storage Capacity

23. ICTS will provide dedicated data and multimedia mass storage capacities on its approved platforms. A hierarchical storage management system will be implemented to ensure storage availability at all times. The storage capacity will be reviewed every year to determine possible expansion, enhancement and/or replacement needs.

Information architecture

24. Due to the nature of its work, the Court, like most criminal courts, tribunals and national courts, will host and maintain its own information systems and the security requirements surrounding access to information. By hosting its own services, it provides the required computer infrastructure and related planning and coordination in a secure and controlled environment. The hosting option, however, requires an information management

infrastructure team to ensure the systems capture and deliver reliable information when required.

25. The information architecture will be standardized based on industry best practice. Common database and applications standards are in place to streamline the support required to build and maintain the data. A single Court-wide architecture for business reporting, data exchange, document repositories, information presentation and employee self-service are in progress.

26. The ICT architecture (applications and databases) is built on a suite of commercial off-the-shelf software, referred to as COTS. This is in contrast to the practice of employing large teams of software programmers to develop all the systems required, which over the long term can be very expensive. In cases where it is not feasible, or the application does not exist in a form that can be deployed without having to make major changes to the source code, the Court will build its own systems using a blend of contractors and its own small development team.

C. Strategy 3 – Ensure that the information systems reflect the business process

Expected results

27. Streamlined processing of Court information by 50 per cent. Defining the business processes for the Court will result in a common depository, in the form of a procedures thesaurus, from where the Organization can build and streamline its procedures in a controlled manner and cross-reference them with similar functional areas.

28. Process streamlining is the improvement of an overall identified process, and the individual steps of the process, with the goal of meeting or exceeding the needs and expectations of the requestor.

Process consolidation

29. ICTS has been proactive in this area and will continue to be so. It has opened an office for Project Management and Business Process Analysis. This office is responsible for analysing user requirements and assisting users in documenting their processes. The Organization already has hundreds of processes documented and linked to each other. This will help the Organization in any future re-engineering projects it wishes to undertake.

30. The purpose in mapping (writing down) the organizational processes that are used to start and complete specific tasks assists the Organization in identifying efficiencies and testing for potential cost savings. Consolidation of these processes enables the Court's judicial executives and administrative managers to define and understand the internal and external workings of the Court.

Knowledge management and information repositories

31. Tightly integrated systems, whether administrative or judicial, will assist the Court in turning information into knowledge. Data repositories that are accessed using extraction tools such as browser-based business intelligence systems give clearer and more focused information, allowing what-if scenarios to assist with better business planning and decision support.

32. In order to maximize its investments and reduce overall costs, the Court will review all requests for new information system functionality against its existing library of applications and their functionality. Only in cases where the required functionality cannot be

met by expanding the existing applications will new applications be purchased or developed. The strategic choice of limiting the number of applications requiring support also results in overall cost savings to the Organization since every new application requires hardware, software, training, support and maintenance, and staff resources.

D. Strategy 4 – Integrate the ERP administrative and judicial systems

Expected results

33. Improved access to the Court's judicial and administrative data with reliable service of court records and better legal research capabilities. Integration ensures that systems are designed to optimize Court operations, delivering timely and accurate information to executive, management operational and staff.

e-Court

34. An e-court is a court in which documents and supporting data are managed electronically, electronic evidence is managed and displayed, courtroom activities are scheduled electronically, parties are notified of decisions electronically, timely information is provided to the Judges and support staff through electronic media, and key court decisions are submitted to the general public for research via the Internet.

ERP systems

35. Enterprise resource planning systems (ERP) integrate (or attempt to integrate) all data and processes of an organization into a single unified system. A typical ERP system will use multiple components of computer software and hardware to achieve the integration. A key ingredient of most ERP systems is the use of a single, unified database to store data for the various system modules. The function of non-judicial administration consists of human resources, finance, budget, procurement, travel, asset management etc. The future plans include e-procurement and e-recruitment.

36. The Court's decision to use an ERP (FACTS) system is viewed as a strategic business initiative that will add long lasting value to the administration of the Court. ERP systems can enable continuous improvement across the Organization and can be utilized as a business tool for improved decision-making based on metrics aligned to business goals.

37. The FACTS system focuses on the administrative processes in all administrative sections. It can therefore be used as a strategic tool to streamline many of the Organization's administrative processes. The majority of national governments and international organizations, including many United Nations sister organizations, have moved or are in the process of moving to ERP systems.

38. The Court will link the judicial systems and its administrative systems. The process of deciding to pay a victim damages may lie in one system, however the actual process of payment will utilize a different system; with the systems linked, the order and payment transactions will update both systems with very little user intervention.

39. Informed decision-making and improved organizational planning based on better access to organizational information are the key expected results supporting the Court's decision to invest in ERP technologies. The Court is now planning to further utilize this investment by adding judicial administrative functions like Legal Aid and the Trust Fund for Victims to the FACTS program. The Court currently has seven applications in use and another seven are planned to be implemented in 2006-2008 as part of the FACTS program.

40. The Court will also follow e-business strategies for outreach programmes that consist in providing collaborative tools like intranets for internal communication and extranets to select groups (like ASP members and ad hoc legal groups) to enable communication between them and the Court. In countries with very little infrastructure which have nationals on trial, the Court will broadcast its proceedings on local radio stations in order to keep the public informed of its activities. This will require setting up local capacity to meet those demands.

41. In order to protect the Court's ICT investments and harmonize information system delivery, the core business applications affecting all Court staff are delivered solely by ICTS. This activity is centralized in order to ensure information systems standards are maintained and updated to the extent that:

- (a) data models, interrelationships and inter-application information flows are clearly defined, documented and, wherever possible, kept consistent with international standards;
- (b) there is a consistency of underlying platform (development tools, databases, operating systems);
- (c) judicial case flow management and analysis are optimized;
- (d) statistical reporting is streamlined; and
- (e) administrative systems and business tools are standardized across the Organization.

42. The following judicial applications will be piloted, developed and implemented:

- (a) Court management system (situations and cases),
- (b) e-Court web-based applications,
- (c) e-case management systems (session management in the courtrooms),
- (d) e-transcripts and electronic transmission of transcript files,
- (e) e-scheduling – online booking of court hearings via e-calendars,
- (f) e-management of translation, interpretation, detention, victims, witnesses, witness support and protection, defence, in-court presentation, documentation and record keeping and audio-video repositories.

43. These systems will be phased in as the work of the Court progresses, and aligned with budget availability. Pilot projects have already commenced with an external contractor in the area of the Court management system. Wherever possible the Court will adopt software systems based on proven technologies available on the market and those that have also been adopted by other leading national courts and tribunals intending to follow an e-court approach.

Electronic court book

44. The electronic court book is a multimedia electronic filing cabinet that integrates the main elements of the court records, including electronic evidence, motions, pleadings, real-time and historic transcripts, depositions, private and public information stores, links to online legal sites, calendaring and messaging.

45. For court cases which have the potential for producing large volumes of paper, facilities must be provided to manage these documents more efficiently in electronic format. The benefits of doing so include:

- (a) reduced expenditure on the production of multiple hard copies of documents,
- (b) reduced costs for transporting and storing documents,
- (c) improved ability to find and present documents in court,

- (d) ability to locate information efficiently during preparation of trial and judgement,
- (e) contribution towards simplifying complex trials.

Digital courtrooms

46. The digital courtroom will feature the following:
- (a) live videoconferencing for remote testimony;
 - (b) evidence presentation system that enables lawyers to show the prosecution, defence and judges (and other allowable observers) documents, photographs and other materials on plasma monitors or their desktop computers located throughout the room and public areas;
 - (c) digital and real-time court reporting;
 - (d) live (with built-in delay) video clips of court session proceedings broadcast to the Internet;
 - (e) a wireless Internet-enabled network for the accredited media;
 - (f) the facility for external parties to pick up the approved audio and video feed for worldwide broadcasting.

V. Cost analysis

47. ICTS has endeavoured to forecast project costs based on previous activities and incurred costs. It has rolled up activities into the five major areas it considers will be affected by growth. In 2006-2007 the Court enters a phase in which computers and servers become outdated and a replacement and decommissioning programme is required. These costs are factored in to the overall figures.

48. In order to evaluate the Court's overall ICT strategy and costs, the Registrar, in 2004, commissioned an external strategic review and risk assessment of ICT work.² The review was performed by Deloitte over an eight-month period. One of the report's findings states: "A preliminary comparison of project costs suggests that the Court is spending less than other organizations are spending for comparable projects."

49. The Deloitte report compares the size of the ICT programme at the Court with ICT programmes in other organizations and companies, and reports:

"When the ICC is compared to organizations of similar type and size, we find that the ICC has an ICT programme with a wide scope, and high ambition. This is a direct result of the functional, geographical and security requirements characteristic for the ICC. Furthermore, the ICC is currently in a growth phase. All these characteristics typically drive up costs. When looking at the major (enterprise) applications, it is noted that 5 out of 8 of these are characterised by their users as 'business critical'. Again, this indicates that the ICT programme, although ambitious, is clearly in line with user requirements. With these findings in mind, the ICC does not appear to have a high ICT budget at this time."

50. The following tables shows the investments made between 2002-2005 in terms of capital expenditure and maintenance and the planned expenditure and costs for 2006-2010.

² The report also covers the configuration of the Court computer network and information security posture and is therefore highly confidential.

51. The estimates for the future are based on how ICT can remain a positive tool to assist the work of the Court. Factors under discussion, like in situ trials, regional offices, providing assistance to other courts, assisting governments with electronic tools, fully bilingual systems etc. are not included in the estimate. Major shifts in the Court's strategy and the introduction of new models of operation may have a positive or negative impact on future costs.

Table 3. Cost projection for major systems (in million euros)

Time		2002-2005		2006-2010		Total*
		Capital costs	Running costs	Capital costs	Running Costs	
System name and components						
FACTS (ERP) – Budget planning, budget control, finance, payroll, procurement, human resources, medical, asset management, inventory, audit, executive information reporting, performance management, time management, e-recruiting, Trust Fund for Victims, legal aid control.		2.90	0.60	2.50	1.00	7.00
E-court / judicial ERP – Court management systems; Court reporting, translation, defence, victims and witnesses, interpretation, case management, people management; case analysis, Geographic Information Systems.		1.40	0.20	4.20	0.75	6.55
TRIM – Document management, records management including digitizing all paper records.		1.00	0.60	2.50	1.80	5.90
Global communications and data network – Voice and data networks at Court headquarters (five locations and three courtrooms), field operations (six locations) – including video link infrastructure; digital signatures, data encryption. This includes the replacement programme of PCs on a four-year cycle and servers on a three-year cycle.		2.00	1.00	4.50	6.00	13.50
Communications – landline costs, mobile phone costs, satellite phones, Internet, two-way radio, e-mail, video conferencing, vehicle and people tracking. This includes a four-to-six year replacement cycle.		3.10	4.00	6.00	8.00	21.10
Capital expenditure, maintenance and running costs		10.40	6.40	19.70	17.55	54.05
Factors affecting the costs	<ul style="list-style-type: none"> • The Court’s processes are not fully known, since a complete court cycle has not taken place. • Court activities (like investigations, witness protection, outreach etc.) take place in remote areas with very little ICT infrastructure. • The requirements for increased security and confidentiality built in to all systems for the separate organs. • Cost of consultancy is high in Europe. • Cost of communications is high in rural and remote areas. 					

* €54.05 million over a period of nine years represents €6 million per annum for non-staff items. This is in line with the ICT budget projections.

Strategies to reduce ICT costs

52. Many of the systems in development will bring significant cost-benefits to the Organization in the long term. Benefits of ICT will occur in other areas and may have an end result of entire divisions, sections and units not incurring additional costs as a result of ICT availability. ICTS also commissioned a study to determine the costs that may occur if ICT is not utilized. The results were clear: major costs are avoided if ICT is utilized at the appropriate levels.

53. Video conferencing will lower travel costs in many cases. A comprehensive satellite infrastructure should lower the overall communication costs between the Court and its field offices. Digital signatures and encryption will ensure the integrity of electronic documents, thereby eliminating the need to use the registered mail (airmail) services, etc. Digital storage of information will provide faster access to information, thereby helping to achieve the goal of shortening the length of a trial.

54. The Organization has grown at an average of 120+ staff members per year. This growth rate, coupled with the volume of projects ICT has delivered, may result in excessive costs to cope with the expansion of the Organization. The terms of reference of the study are as follows:

- (a) Identify high-cost and high-volume telephone users and request management review of their activities;
- (b) Decentralize identified cost areas to make senior managers responsible for the ICT costs incurred in their sub-programmes;
- (c) Complete the projects and stabilize the processes involved in high-cost systems development;
- (d) Identify services that could be outsourced more cheaply than the cost of in-house performance;
- (e) Identify which services should remain centralized and which should be performed by the requesting divisions;
- (f) Ensure that the technologies provided fit the need of the requestor at the lowest possible cost;
- (g) Sustainable ICT projects must be locally owned and accompanied by human capacity development, to ensure the ability of individuals and units to utilize, maintain and fully benefit from ICT;
- (h) Constantly verify that the Court ICT costs are benchmarked against courts with a similar infrastructure and mandate.

VI. Organizational risks

55. The above-mentioned external strategic review also focused on risks. A requested deliverable of the report was for a “continuity audit plan”. This plan outlines what standards and practices ICT should follow to ensure that its investments are not compromised. A report on the sub-programmes’ activities compared with the recommendations is provided to the Registrar every six months.

56. The risks to the Court of pursuing an e-court, e-business and digital future are negligible. However, an e-court by its nature means that physical records are no longer maintained in a manner that would enable them to be reverted to expeditiously if the electronic systems are not available.

57. Regulation 26.3 of the Regulations of the Court states that “documents, decisions and orders shall, whenever possible, be submitted in electronic version for registration by the Registry. The electronic version of filings shall be authoritative.” That makes it difficult to revert to the physical document. The electronic systems therefore become more mission-critical and the Court will become more technology-dependent. It is therefore critical that stakeholders support initiatives.

58. The risks of not following an e-business roadmap could lower the Court’s credibility in the eyes of the public in terms of service delivery and efficiency. The Court is an international publicly funded court, and the public therefore has a right to expect that the workings of the Court should be open, transparent, efficient and effective, especially in countries where nationals of that country are on trial.

Risk mitigation

59. A step-by-step, building-block approach will be adopted, with foundation blocks or core infrastructure and information management systems receiving focus at the outset. The segmentation into manageable sub-projects will provide the following benefits:

- (a) Lower financial risk – no single project will represent more than a small percentage of the total project allocation.
- (b) Stakeholder involvement and sign-off of requirements and deliverables – this can be achieved through low-risk pilot initiatives that are consistent with the longer term agenda and can be pursued in parallel with more intensive development and implementation efforts.
- (c) Early deliverables – it will be easier to see tangible outcomes early as specific sub-projects are completed. This will have a positive impact on staff morale and commitment.
- (d) Progressive skills development – staff involved in each project will learn analysis, implementation, migration and training skills during each of the earlier sub-projects and these skills can be leveraged to benefit subsequent sub-projects.

60. The Court will mitigate its risks for its e-court strategy by adopting the following approach:

- (a) Clearly identify what the Court wishes to achieve through electronic means by conducting a cost-benefit analysis before the decision to initiate projects is taken.
- (b) Introduce systems in smaller chunks in smaller time frames in order to deal with risks associated with the frequently changing requirements and expectations of users.
- (c) Distribute the responsibility for e-business system development between ICTS and the functional areas of the Organization – this serves to share the responsibility for project risk.
- (d) Attract, train and retain ICT staff with the appropriate business and technical skills.