



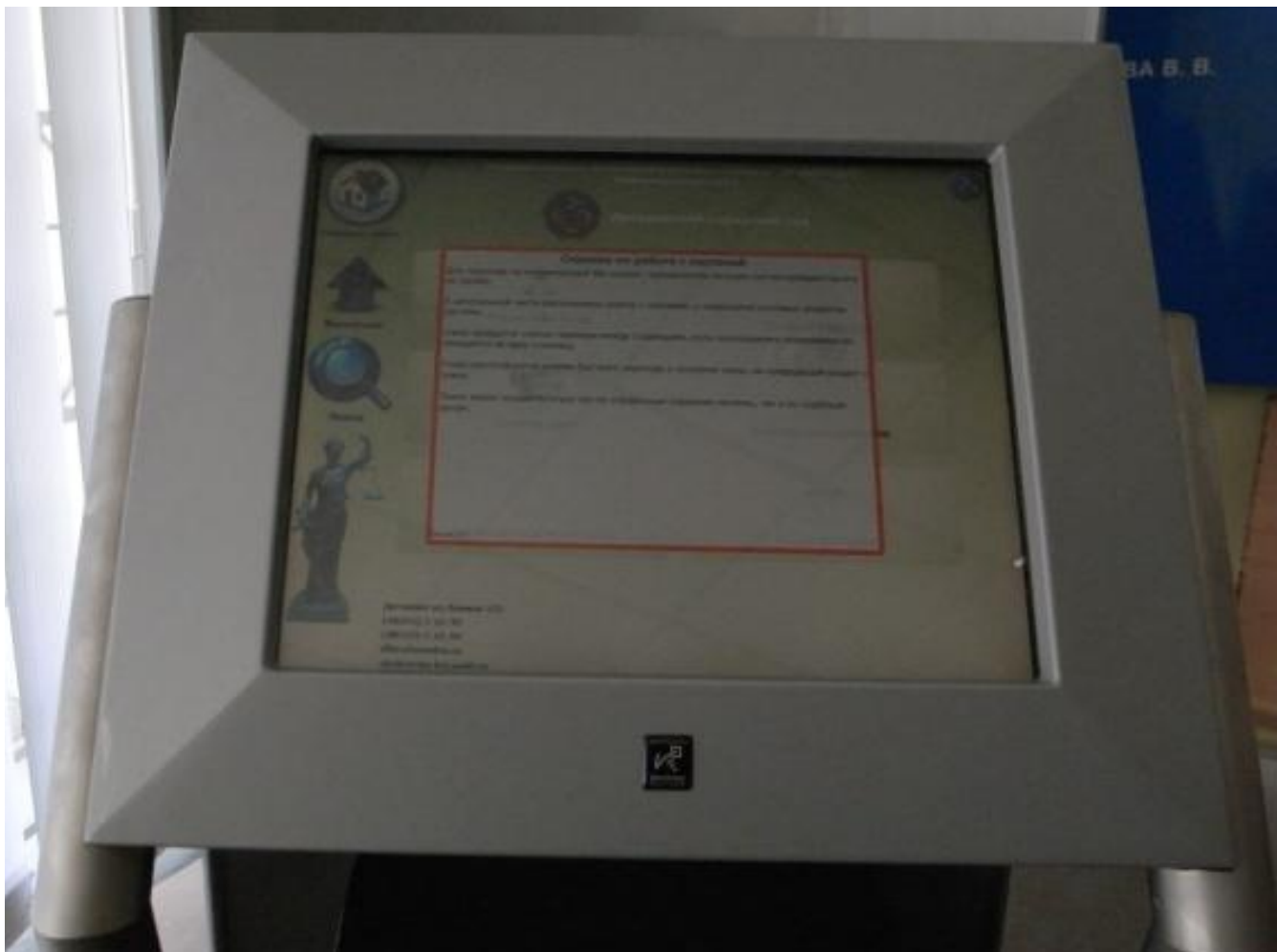
Using Technology to Improve Access to Justice *Implementation Considerations*

**Ramesh Siva
October 2010**



What can Judiciaries gain by leveraging ICT?

- Improve Transparency
 - Operations of the Judiciary are easily accessible - Decisions, Court Schedules, Case Assignments, Court Fees etc.
- Improve efficiency, reliability, internal service standards
 - Case management, Case monitoring, Case Ruffling, Case processing statistics
- Promote consistency
 - Enforces process discipline in case processing
- Increase throughput
 - Case Management and Monitoring helps reduce backlogs and improves processing speeds
- Helps Improve Public Perception towards the Judiciary and Court System



- Public Location
- Court Calendar
- Case Schedule
- Decision Bank
- Directory
- General Court Information

e-Justice Systems

Public Access is just the tip of the iceberg

Reach

Public On-Line/ Multi-
Channeled Access

Service Delivery
Standards &
Improvement

Data Exchange and
Enhancement

Case-Flow & Content
Management: Work Flow
Management

Richness

Confidentiality

Internal & External
Partnerships

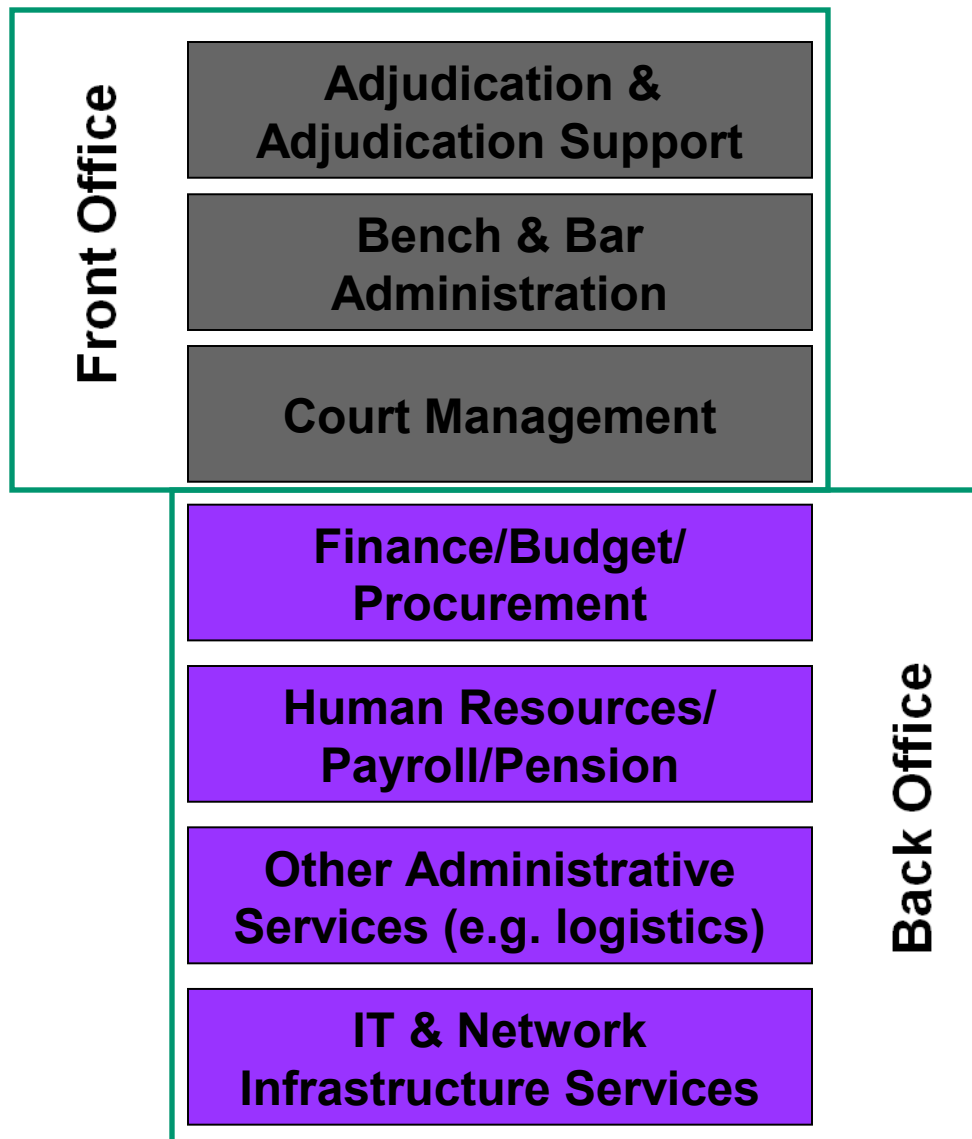
Enterprise-Wide Solutions:
Business Process Improvement

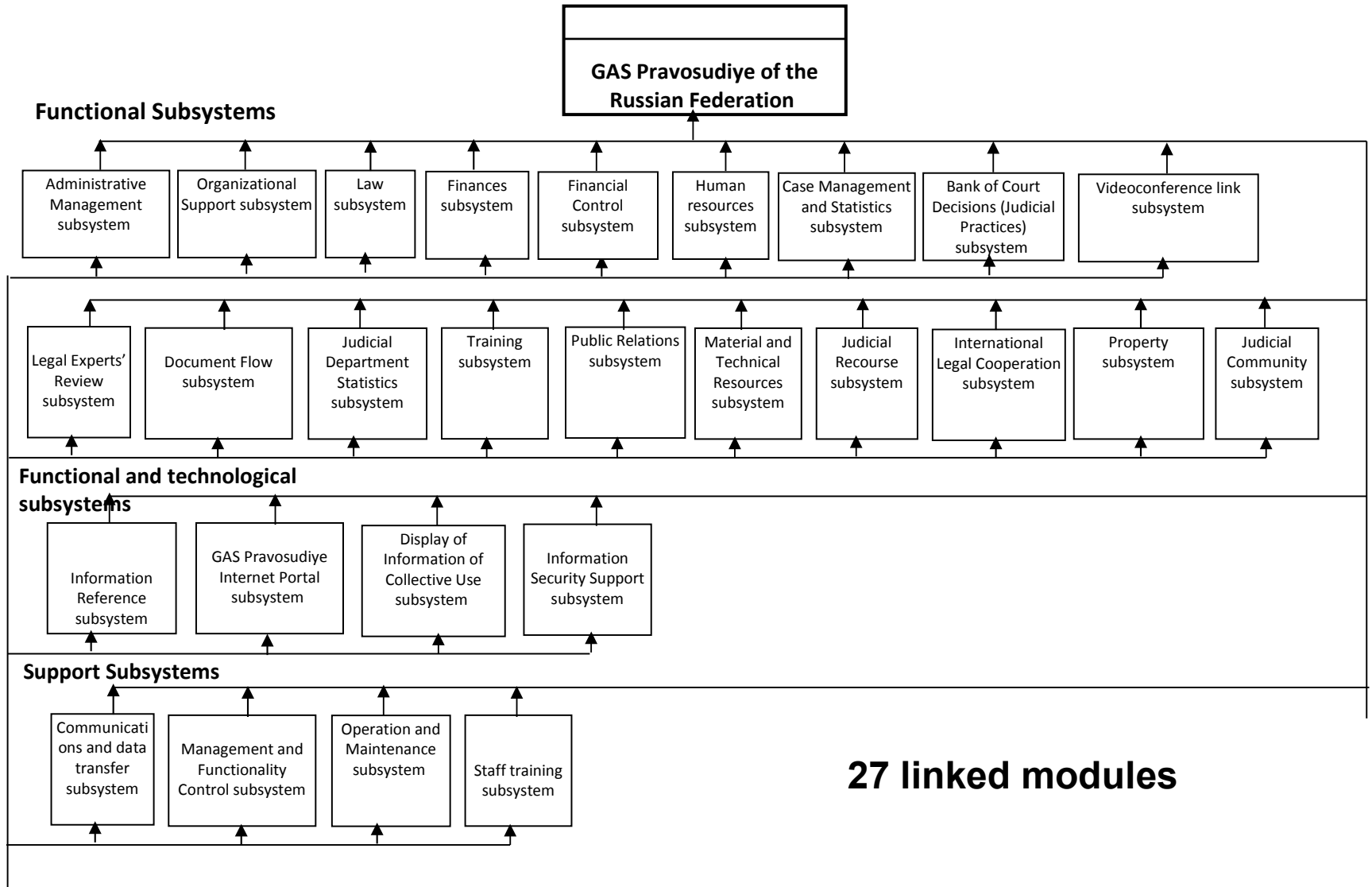
Security &
Authentication,
Technical
Interoperability
Organization &
Process change and
Transition
Management

Sustainability

Cultural, Legislative, Policy
and procedure change
processes

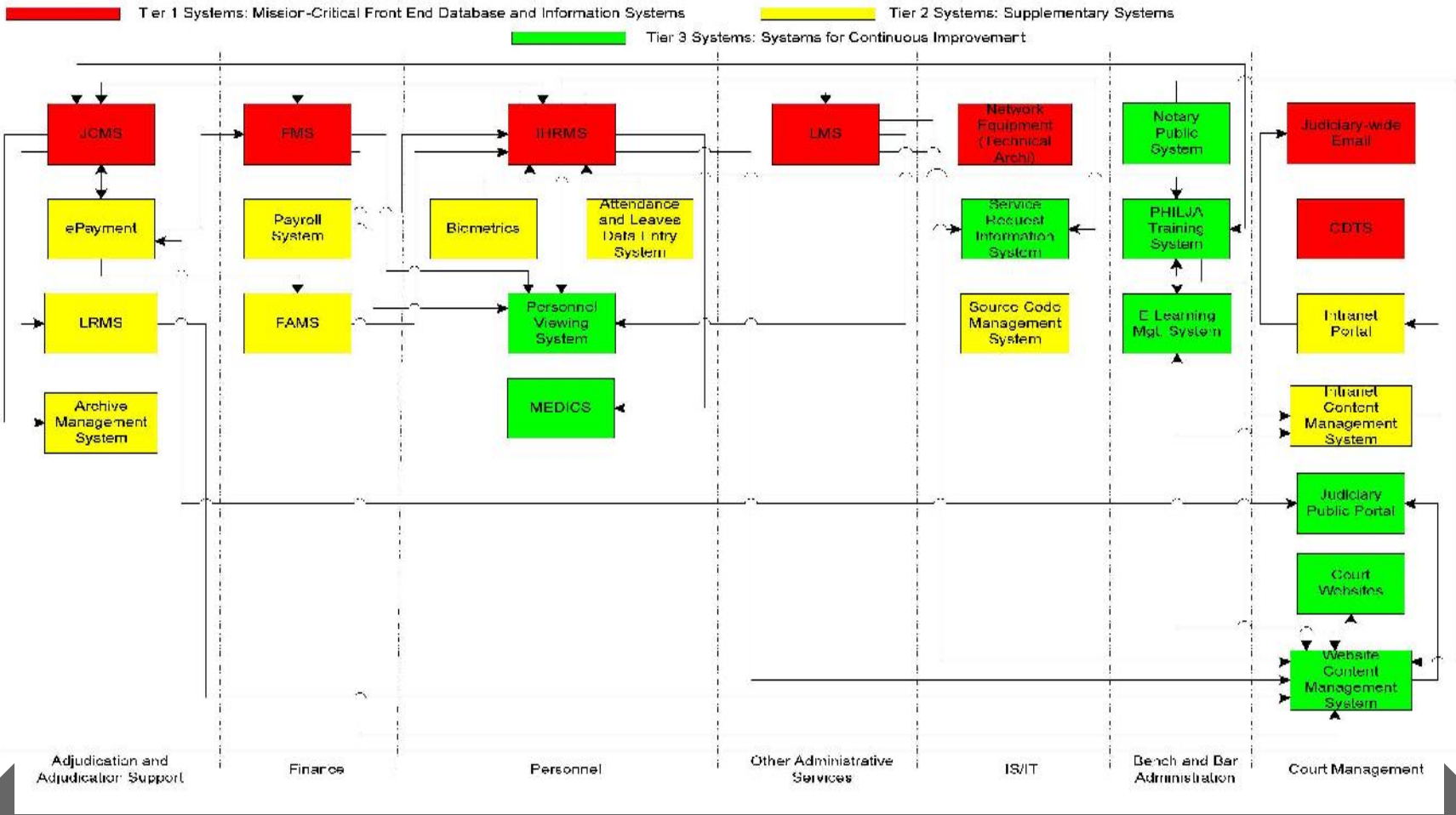
Citizen Relationship





27 linked modules

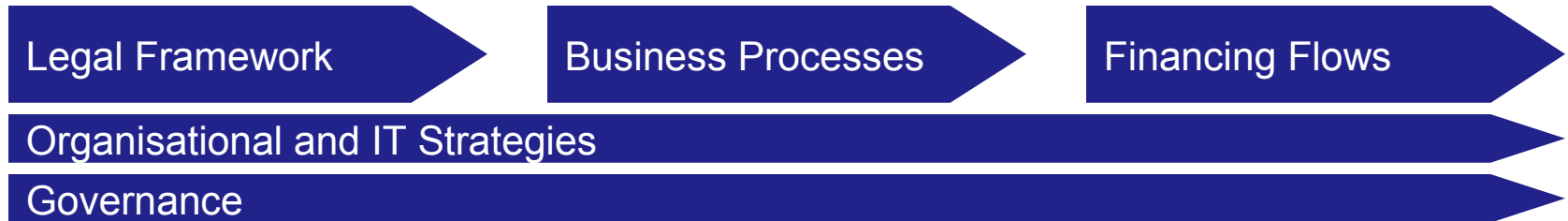
Enterprise Information Systems Components-Philippines



ICT Infrastructure + Local Area Network + Wide Area Network + Data Center + Information Security + System and Network Management + Equipment Management & Maintenance



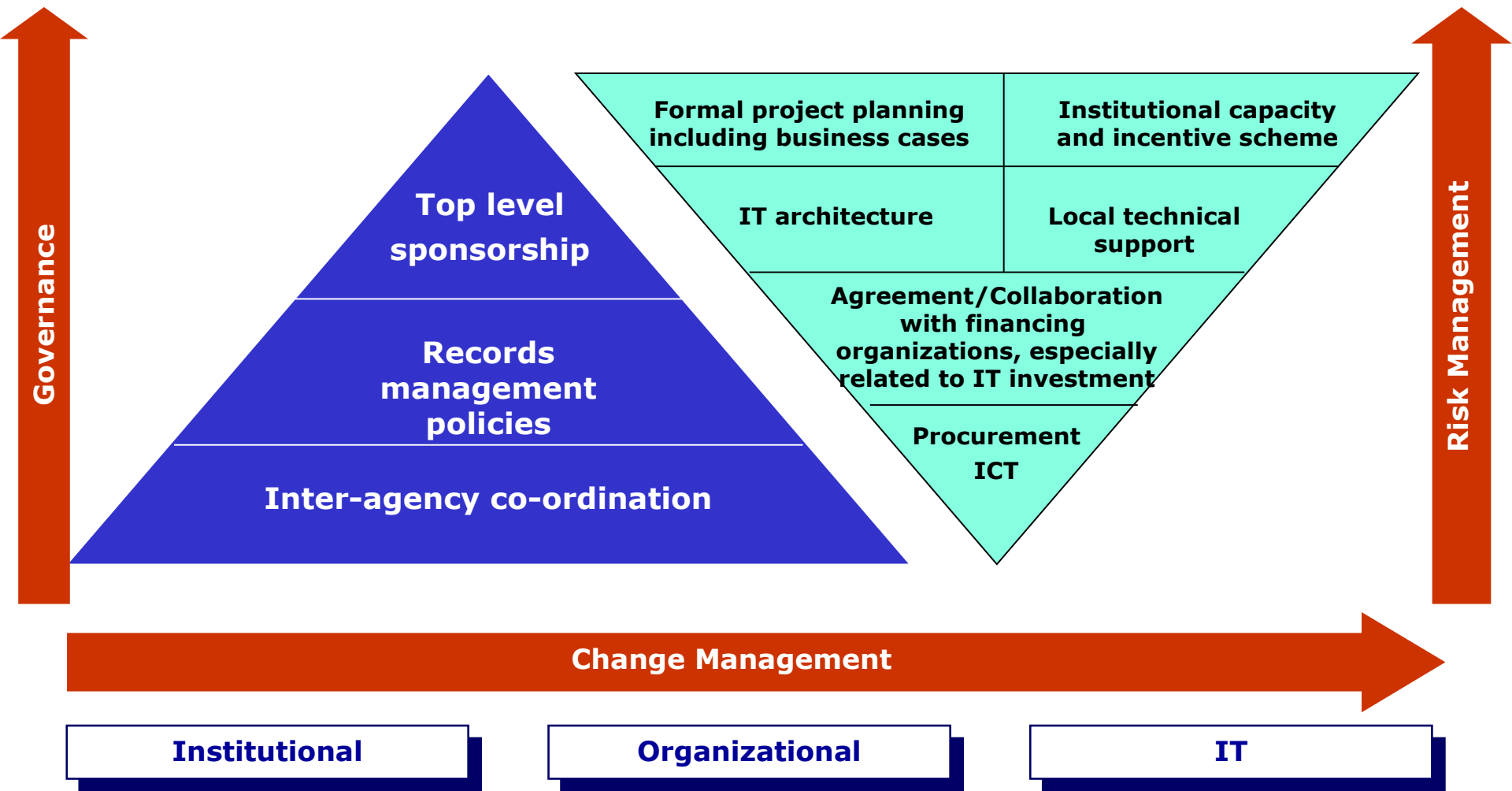
- Large system implementations are complex undertakings and may require major institutional changes in the following areas:



- IT implementation requires:
 - High Level sponsorship
 - Stakeholder coordination & consultation
 - Institutional capacity
 - Technological capacity
 - Assessment of IT architecture's needs



IT Implementation - A Complex Process





Organizing the Implementation - 4 Quadrants

IT BUSINESS MANAGEMENT

The Business of IT

- IT Governance
- Business Cases & Prioritization
- Organization's IT Budget
- Technology Direction

PROJECT/PROGRAM MANAGEMENT

Keeping Things on Track

- Scope
- Budget
- Timelines

DOMAIN KNOWLEDGE

What Needs to Be Done

- Subject matter expertise
- Organization Knowledge
- Business Requirements

IMPLEMENTATION

Build, Change Management

- Business Process Reengineering
- Technology
- Development or Customization
- Training



- Sponsorship & Governance
- Institutional Capacity Skills & Incentives
- Stakeholder Coordination
- Business Process Reengineering & Continuous Change Management
- Systems Architecture - Design
- Project Management Aspects
- Monitoring & Evaluation



- Necessary to engage various stakeholders in the common program
- Indispensable to gain acceptance of policy & process reforms
- Critical to overcome implementation deadlocks
- Essential to define tasks, including:
 - Define vision, goals, policies and objectives
 - Allocate roles and responsibilities
 - Commit stakeholders to high-level work plan
 - Mobilize necessary resources
 - Legitimize monitoring and evaluation process



Assess capacity gaps (in skills, mindsets, performance, policy, resources, technology) by reference to goals and objectives, including:

- Redesign business processes leveraged by technology
- Design and implement training plan
- Rationalize staffing, compensation, and severance packages
- Question long-term in-house capacity to engineer, operate and maintain systems
- Engage private sector for development and operation of new systems
- Manage external service provision through service level agreements
- Ensure integration between project and regular staff



- Implementing Enterprise Wide e-Justice Systems is a complex undertaking
- Very often skills are not available within the Judiciary
- Will require resources both within the Judiciary as well as external to the Judiciary
- Increasingly implementation partners are being used to help buttress weak capacity - either for project management, procurement planning, software implementation - encourage partnerships between international package suppliers and local support to ensure post-implementation support in country



- “Modernization” not “Automation”
- Driver - What needs to be done - not the “how”
- The business change approach should:
 - Describe the main change phases and activities for the modernization program
 - Identify key performance indicators to measure the impact of reforms
 - Outline times for each phase, including key deliverables and milestones
 - Identify dependencies among modernization program tasks
 - Estimate resources required
 - Continually communicate—to judiciary staff and to external stakeholders—the reform program’s expectations, present status, and successful outcomes to date



- Information architecture to rationalize information needs and flows
- Data architecture to enable sharing, access, management, security, and integrity of data
- System architecture to computerize and support business processes

- Technology architecture to support computerized processes, information flows, and data management
- Networking architecture to enable information flows across space and institutional boundaries
- Security architecture to ensure protection, integrity, and confidentiality of data

Put in place management structure and systems to manage operation of all the above architectures



- Establish program office to coordinate project
- Release project managers from regular responsibilities
- Bring in external consulting support for project management
- Require professional project management tools and techniques
- Measure, monitor, and publicize progress
- Conduct periodic independent technical audits
- Carefully manage public relations and internal politics



- Project outcomes and their linkages to project outputs (and other factors) should be identified as early as possible in the project lifecycle
- Outcome indicators and a vision of end-of project benchmarks should be defined and monitored with each status report (especially at mid-term)
- Both indicators and the overall vision need to be reviewed periodically
- Responsibilities of units for attaining project outcomes should be defined as clearly as possible—giving lead responsibility to a single unit for each indicator
- Monitoring and evaluation thus involves a regular dialogue between the project team and units contributing to outcomes
 - A key instrument for addressing inter unit issues
 - Helps to address change management within and between units
 - Helps ensure integration between project and regular line staff
 - Establishes key data for communicating progress and issues to high-level committee—and to press and public
 - Helps identify areas where further technical support is needed



Mike Hammer's Advice

Top three factors preventing greater Enterprise Systems implementation success

- **lack of organizational readiness**
- **organizational resistance to change**
- **insufficient executive leadership**

Top Enterprise Systems implementation error

- **failing to invest adequately in change management and communications**

Critical success factors for Enterprise Systems

- **executive involvement and commitment**
- **strong project management**
- **revised compensation system**



- Scope definition and control
- Competent project team. The Project Manager (PM) is key
 - The PM must have done it before. Use coaching/two-in-a-box if the PM does not have the requisite experience
- Sense of urgency
- Engaged governance that insulates project team from internal politics
- Project status monitoring
- Phased deliverables
- Define what success is up front. Is it:
 - Case Load Reduction? Case Processing? Public Access to Judicial Information? Number of people who use the system successfully? Number of transactions done? Based on feedback from users?
- **Whatever success is, define it at project start**

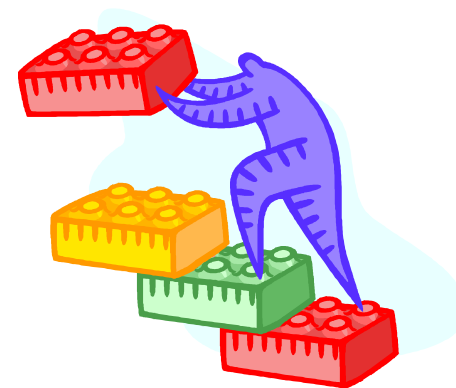


- Judicial Information Systems have grown organically
 - Fragmented un-scalable systems
 - Business systems are “owned” by specific units
 - Vested Interests (incl. rent seekers!)
- Automation of manual processes
- Manual Information interchange
- Data Standards often non-existent
 - Case Numbering!
- Infrastructure is unreliable!
- Staff - Lack of Capacity for ICT





- Reengineering processes to leverage ICT
- Implementation of core e-Justice Systems
 - Case Management
 - Back-office systems (Finance, HR, Payroll etc)
- Development of Judiciary Data Standards
- Internal Coordination mechanisms
- “bullet-proof” the Infrastructure
- Continuous Change Management
- Ensure Stakeholder input
- Manage your IT as a business!





Striking the right balance

- “Big-Bang”
- Master-Plan
- Top-Down
 - (Central IT Group)
- COTS
- ...
- Incremental
- Coordinated Framework
- Bottom-up
 - Coordination of IT Groups
- Custom Build
- ...





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Thank You!