



Access
Partnership

Enabling Digital Transformation in the Justice System: A Roadmap

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“Pretoria high court's 'filing' system a mountain of unruly paper mayhem”. The Citizen, February 2019



“ You can come back day after day for a whole month, looking for one file. We are then forced to open a duplicate file, but we have lost all the originals. These are files related to a trial or a motion and we end up having to charge our clients more for the hours spent searching for these files. This delays the case so much”

Current Status

Court systems face unique challenges:

- Overreliance on paper
- Tech is not leveraged
- Delays
- Long way to improve user experience

But in many ways courts share challenges common to any government service:

- Budgets are shrinking
- Transparency
- Accessibility
- Ensure responsiveness to citizen needs

▀ Data in the Justice Sector

There are a number of misconceptions associated with the creation, use, and storage of data by courts:

Misconception:

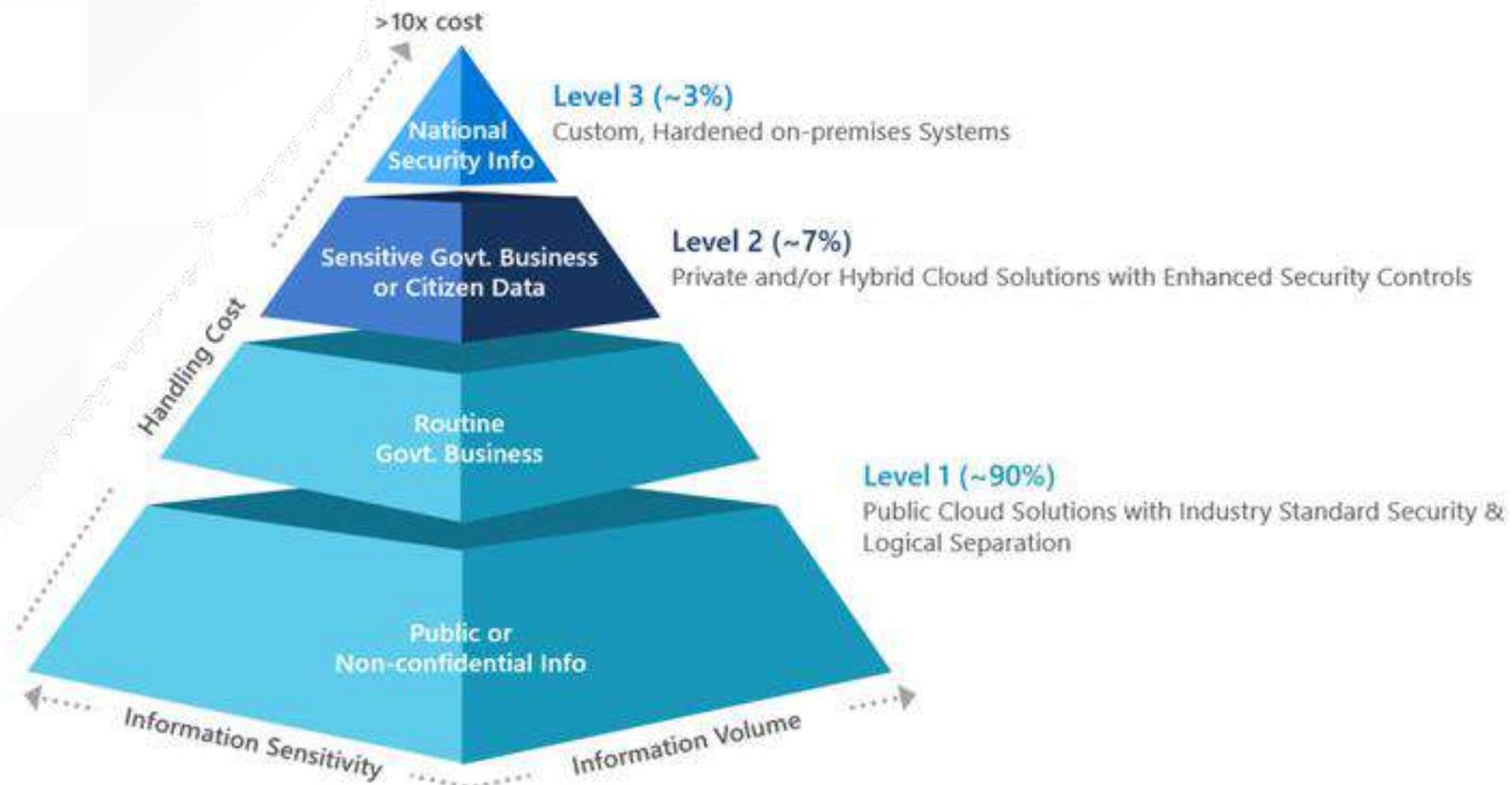
Data is safer when stored locally.

Fact: Technology providers with an international footprint offer unparalleled security safeguards.

Misconception: All data held by courts and tribunals is highly sensitive.

Fact: The vast majority of the information they store is not.

Data in the Justice Sector



Most courtroom data will be here

Figure 1: The relationship between data sensitivity, data volumes and cost of security controls for data



Transformation in the Justice Sector

Taking Justice to the Cloud

▀ The Benefits of Digital Transformation

- Reduced IT costs
- Increased transparency
- Better access to resources
- Greater innovation



- Improved responsiveness
- Increased efficiency
- Analysis of large data sets
- Reduced duplication

▀ Digital transformation provides:

- Online information and virtual help desk
- Archiving and transcription
- E-filing and document management
- Case management systems
- Video conferencing and virtual presence





Holistic Roadmap for Digital Transformation

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1. Evaluate Opportunity

- Consult and Assess Unmet Needs
- Consider Timing and Triggers
- Consider Financial Impacts
- Consider Policy Aspects

2. Execute

- Select Secure Solutions
- Procurement Processes
- Service Level Agreements
- "Iteration 1"

3. Change Management

- Communicate and Manage Resistance
- Train and Retrain
- Respond to Feedback and Iterate

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1. *Evaluating the Opportunity Holistically*



Consult stakeholders to assess unmet needs.

- Including judges, IT and administrative staff, citizen advocacy groups, those who face accessibility challenges and practitioners.
- Evaluate the problems stakeholders face and identify opportunities.
- Identify the types of information, services and processes which stand to gain the most from migration to the digital tools.



Consider all aspects of the financial impact.

- Compare upfront capital expenditure and ongoing operational costs of different options (and of the current system)
- Cloud services can drive efficiencies and enhance the customisation of IT service solutions

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1. *Evaluating the Opportunity Holistically*



Consider timing and triggers.

- Replacement, upgrades, budget cycles, digital policies



Consider data issues.

- Determine the types of data that would be affected and the privacy and data security obligations of judicial institutions.
- Determine whether current laws or policies block cross-border transfers.
- Work along government champions to strengthen the case for digital.

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2. Executing Successfully



Navigate procurement processes.

- Consider how procurement processes may be different when procuring cloud services and what other government agencies must be involved.
- Ensure adequate IT expertise is available to ensure tenders are appropriately characterized and proposals can be fully evaluated.



Select appropriate solutions.

- Evaluate proposals holistically, including technical soundness and appropriateness to user needs – not just by cost
- Complete a Service Level Agreement

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2. Executing Successfully



Launch an “iteration 1.”

- Work with vendors to develop and test potential solutions.
- Beginning with small scale applications to test solutions, gain insights, and draw lessons.

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3. Managing Change Robustly



Communicate with all stakeholders.

- Communication is key throughout whole process, including implementation.
- Communicate early and clearly to hear and address stakeholders concerns.
- Existing staff must see the opportunity that new ways of working create for them



Train and retrain staff.

- Tools won't be utilized unless users understand them and how they can benefit.
- Ensure that staff whose job functions are transformed by use of new services have a path to remain useful and productive in the organization.

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3. *Managing Change Robustly*



Iterate in response to feedback.

- Court users will have useful feedback on how systems can be improved and should be consulted on a regular basis.
- As users get accustomed their feedback will be more meaningful and they will become more productive.

General Conclusions

Develop Infrastructure

- Invest in strategic resources
- Promote affordable high-speed Internet

Skilled Work Force

- Build a flexible workforce
- Integrate digital skills into basic education and support CS education
- Prepare people for lifelong learning

Enabling regulations

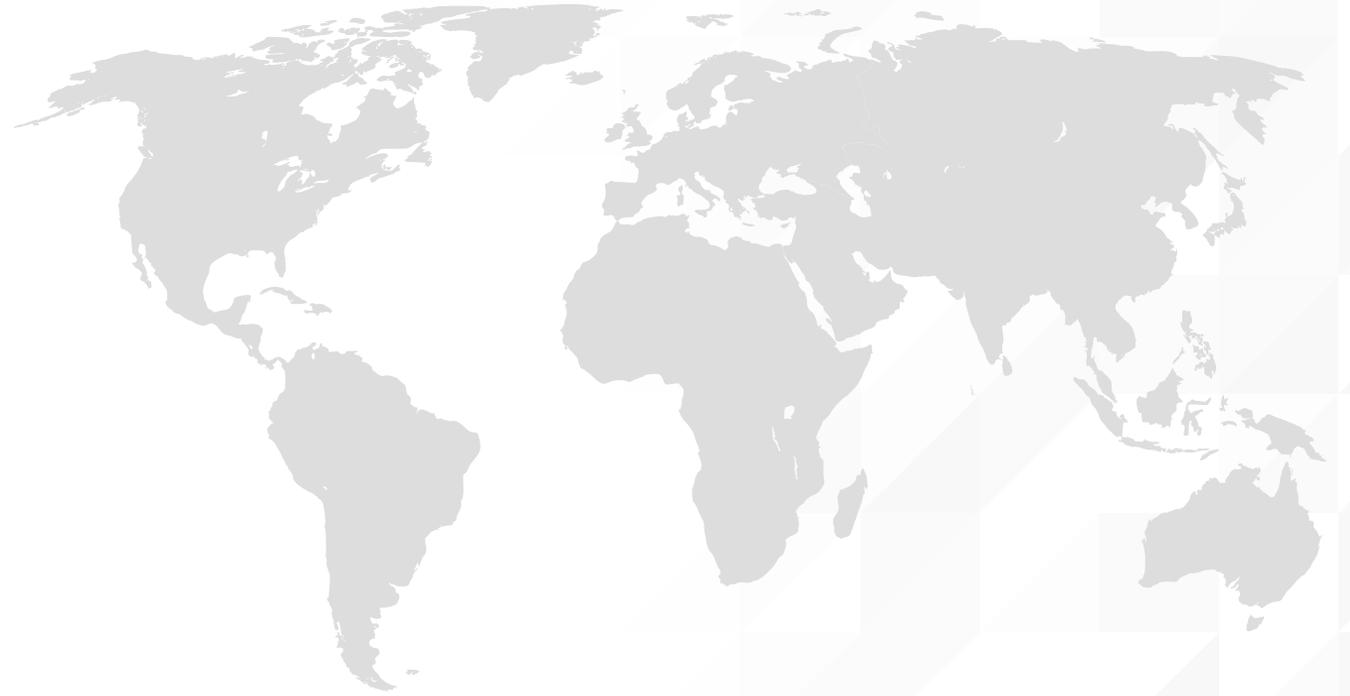
- Preserve trust and security
- Provide protections
- Reduce barriers to data flows
- Avoid data localization rules

Adoption and Innovation

- Support global cloud standards
- Adopt cloud-first policies
- Foster innovation, encourage development of cloud solutions



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