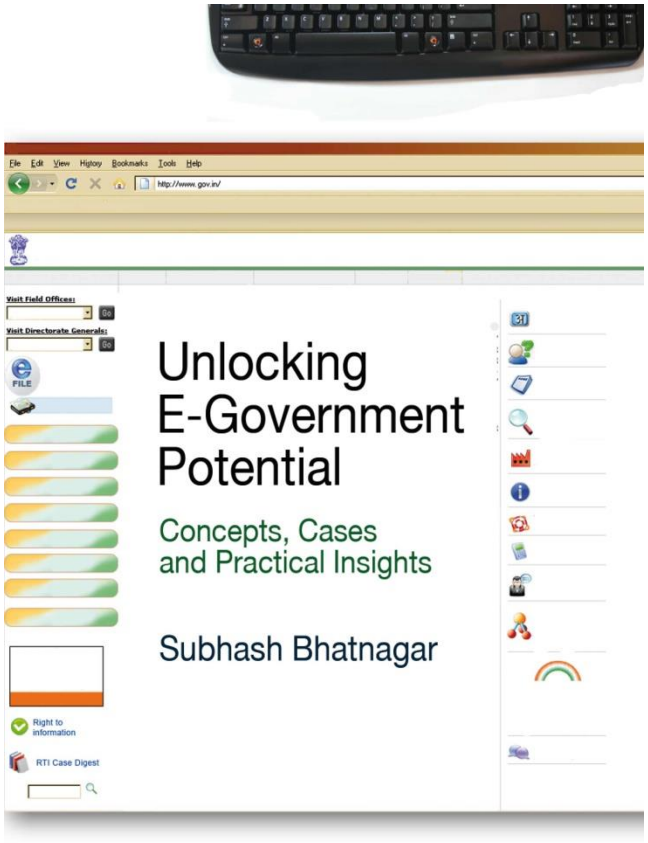
Effective Use of ICTs in Organizations



Presentation Structure

- Your concerns about ICT use in courts
- Information and Communication Technologies and types of applications
- Some guidelines for increasing the chances of harnessing the benefits from ICT
- Examples of ICT use in courts and Potential Benefits

Courts of Tomorrow-a Utopian View

- Broadband network and National Data Center to interconnect courts, prisons and police stations
- ICT enabled court rooms
- Case Management System
- Digitisation, efiling and e-services
- E-orders,e-copies and e-causelists
- E-Administration
- Managed Service Model for Judiciary

Digital India

Objective: Digitally empowered society and knowledge economy

- Creation of Digital Infrastructure
  - High speed internet
  - Mobile & Bank account and ICT enabled Post Offices
  - Private cloud space
  - Digital identity- Aadhar
  - Service center access-nearly 150000 established
  - Safe, secure cyber space
- Furthering e-Governance started through NEGP in 2006 with 31 mission mode projects including eCourts
- Strengthening Decision Support with GIS, Collaborative platforms and Open Data
- Digital literacy in Indian languages
- Increasing employment through IT related jobs

Types of Applications and Tech Platforms

- Executive Information System
- Decision Support System
- Management Information System
- Processing transactions for basic organizational functions-finance, HR
- E-delivery of services to internal and external stake holders
- Engagement/communication with the larger society

Platforms
Data Bases, Big data and Mining
ERP
Portals and Websites
Video, Voice, text and data communication networks
Development on client server architecture

Essence of E-Governance

Involves process of reform in the way Governments work, share information and deliver services to external and internal clients

Clear intent *of* ***improving governance***

On-line delivery of services *to citizens/ businesses targeting concrete benefits such as convenient access (time and place) , less transaction time, and lower cost.*

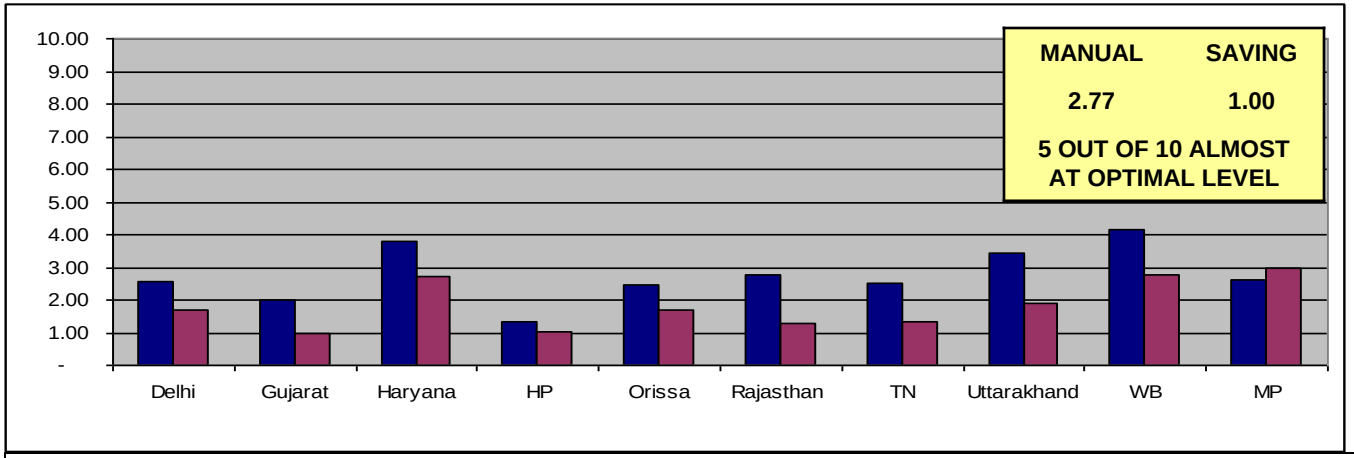
Harnesses information technologies *such as Wide Area Networks (WAN), Internet , World Wide Web, and mobile computing to connect* ***computerized back ends*** *that enable process reform with* ***front ends*** *that service the citizens electronically.*

The resulting benefits could be more transparency, empowerment, greater convenience, less corruption, revenue growth, and cost reduction.

ICT Use in Public Administration in India: Some Concerns

- Potential for impact is high
- Actual realisation of benefits is low
- To harness full potential of ICT, organisations need to put greater effort in :
  - Choosing applications-learn from best practices, keep user centricity with respect to every stake holder
  - Re-inventing the wheel
  - Avoiding implementation failure
  - Managing the change process.
  - Focus on benefits and not just on technology.
  - Clarity in benefits to be derived from an application.
  - Reengineering of administrative processes.
  - Auditing benefits from applications already implemented.
  - Making use of information.

LAND RECORD



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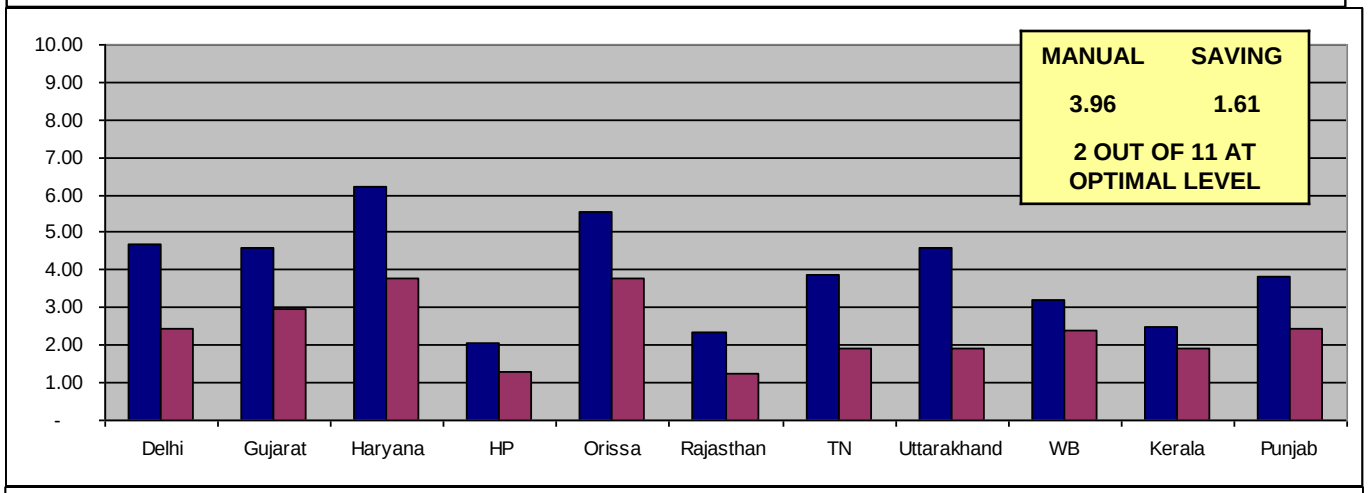

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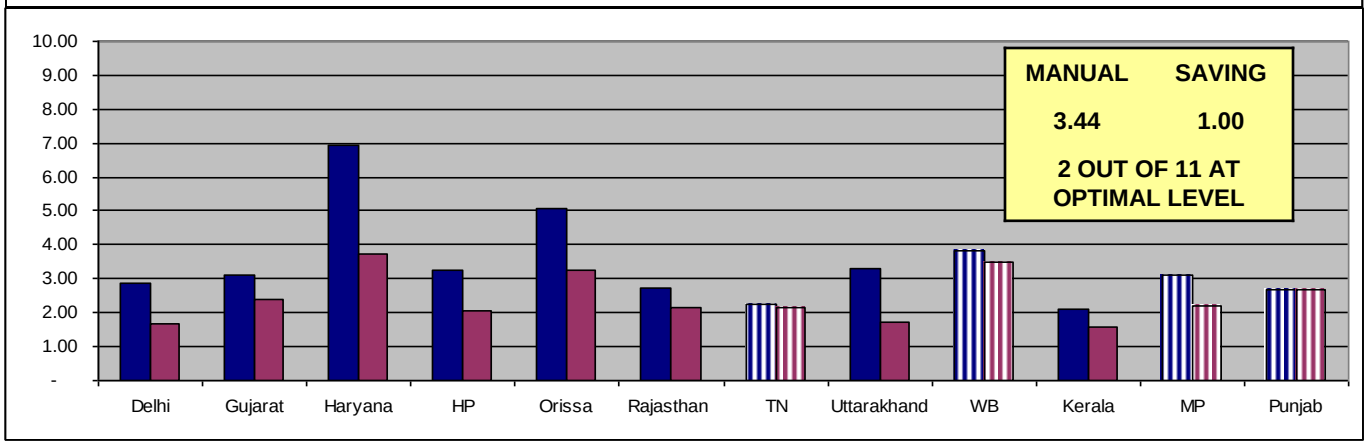

NUMBER OF TRIPS

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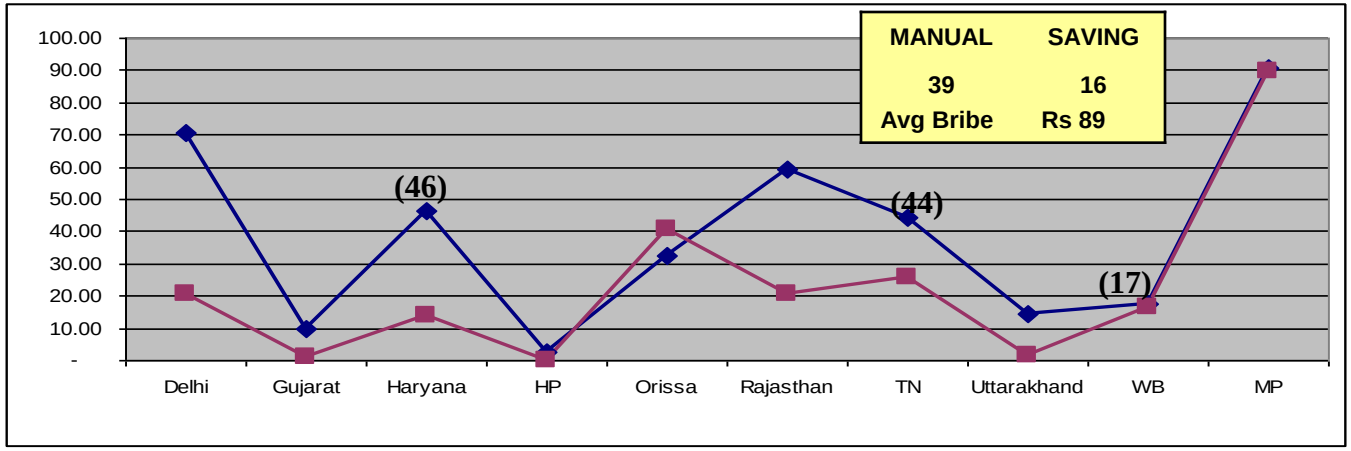

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( ) % USING AGENTS

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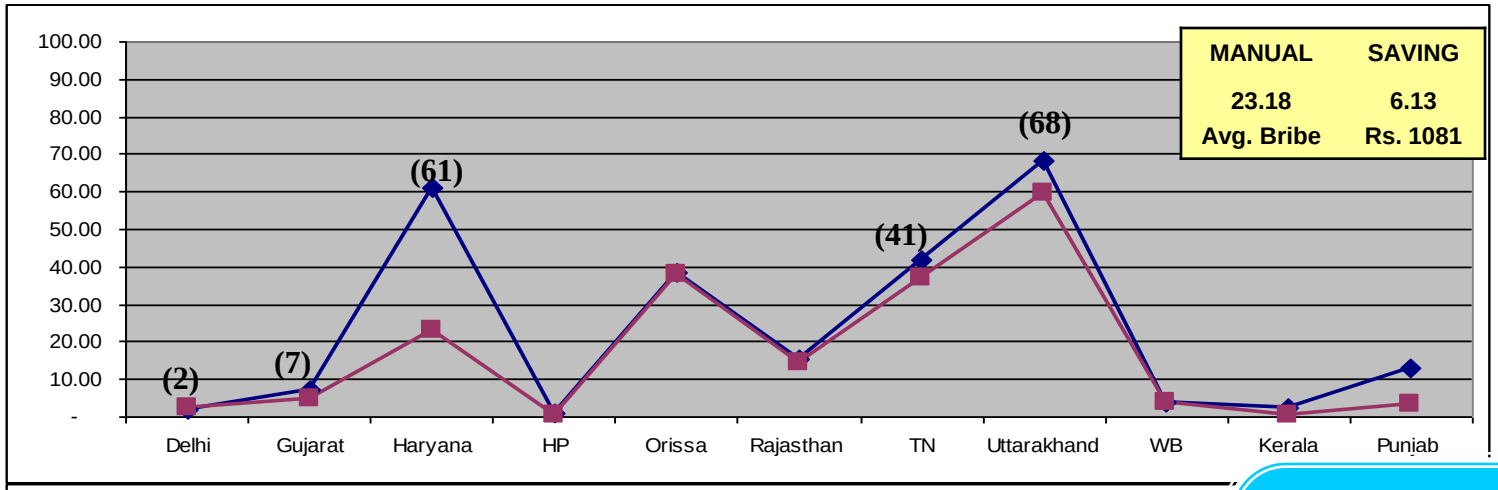

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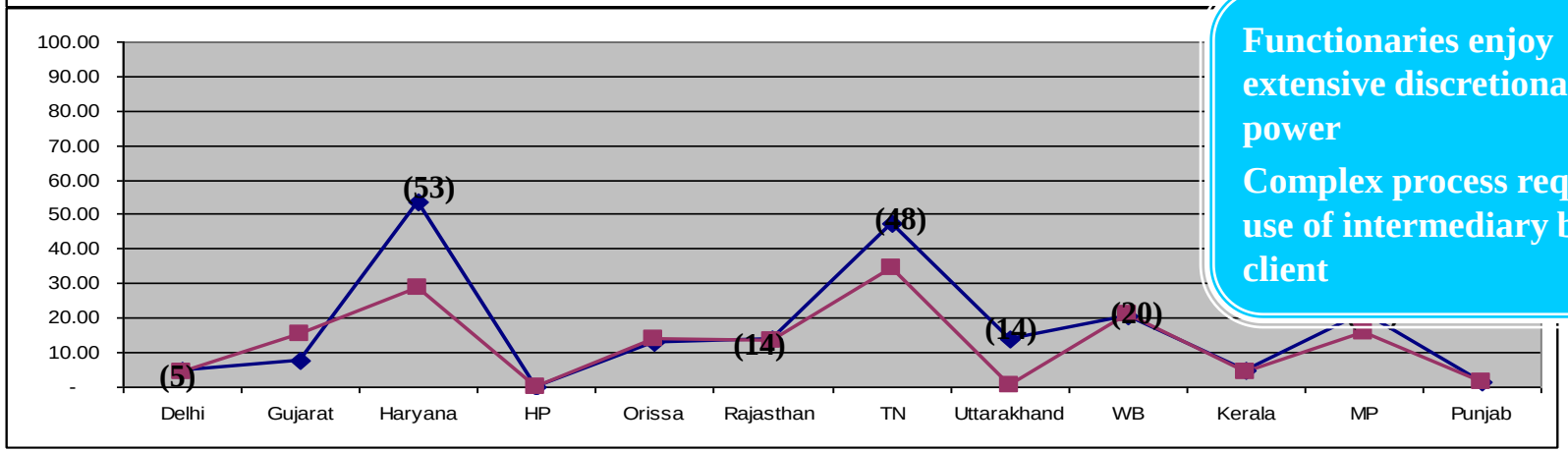
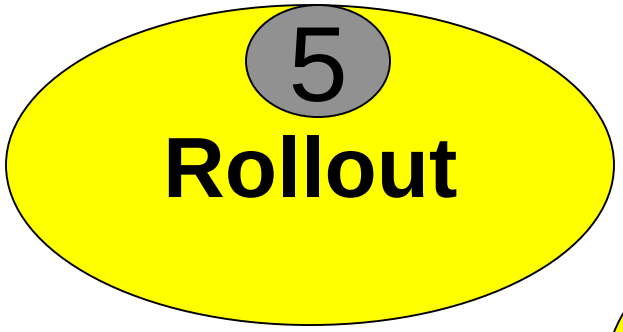


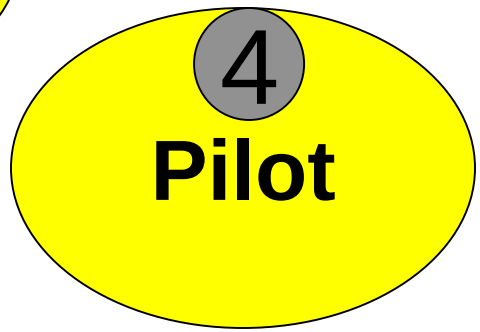
Functionaries enjoy extensive discretionary power

Complex process requiring use of intermediary by client

% PAYING BRIBES

Role of the IT Head



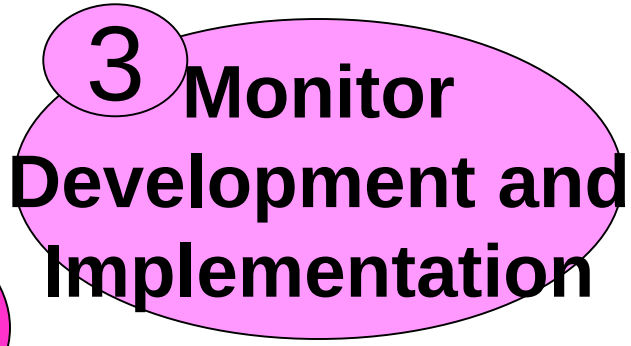


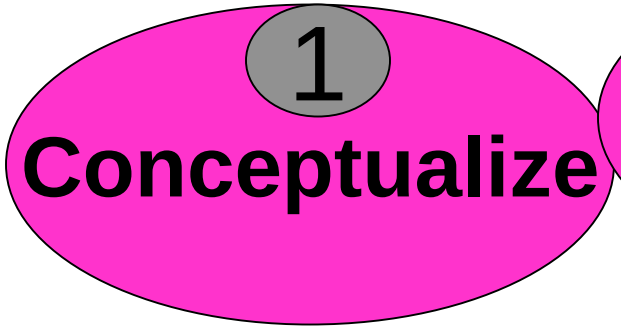
Management of change

Clarify the objectives of the organization and current CSF and problem areas

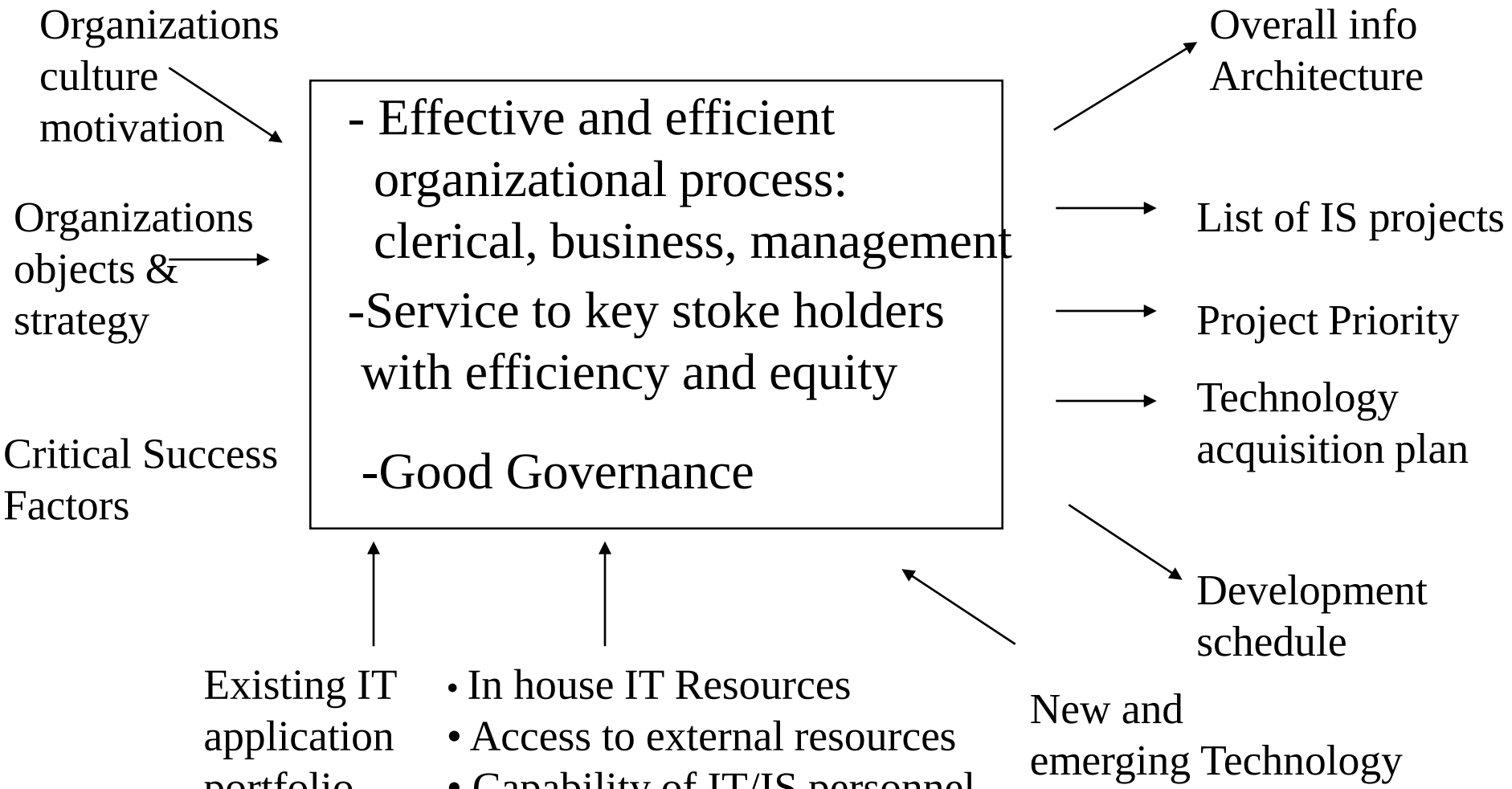
Choose an application portfolio

Digitization of Existing records





Factors Influencing Application Portfolio



Some Guidelines

- Build ICT applications that enhance the degree of achievement of organizational goals
- In choosing an application portfolio balance the risk of successful implementation with the value that the application would deliver
- Different types of applications deliver different value-time frame and impact on performance
- Generally value is derived when processes are reformed through ICT enablement. Automation rarely produces reasonable value.

Identifying ICT Applications

- Exploit existing technology infrastructure to build new products, applications
- Assimilitate emerging technologies to solve an important problem / seize an opportunity. eg WEB site for Industrial Products, NRI's, High income households
- Using existing information with different analysis to enhance understanding
- Opportunities for re-engineering/automating Business Processes
- Build Decision Support Systems (DSS)

CSF Can be Identified By

- Interview, discussion with key stakeholders- Judges, Registrars, other staff, Lawyers and Litigants
- SWOT analysis
- Understanding link between goals, performance and management actions of planning, control and judicial process efficiency
- Defining indicators for CSFs and bench marking

Understanding Government Processes

Business Process Re-engineering

BPR is fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed …Michael Hammer and James Champy

Steps in Government Process Reengineering (GPR)

Modification of:

- Content and format of Inputs and outputs
- Associated procedures, rules and laws
- Mechanism of Accountability for decisions/actions
- Processes of validation of information
- Processes of rejection and approval
- Sequence of processing and information flow
- Process of accepting inputs and delivering outputs to clients

Eliminate
Simplify
Automate
Base on Trust
Integrate
Legislate

Management of Change

- Ensure organization climate is right
  - Shared values with advocates of change
  - Participative design
  - Quality of work life, job satisfaction as explicit objectives
  - Training and education
- Ensure all stakeholders understand
  - Expected pay off
  - Role of stakeholders and others in terms of new tasks, skills, training
  - Counseling service, feedback on understanding
- Organisation to manage change
  - Identify champions and legitimize role
  - Project team, command structure
- Identity obstacles to change
  - Financial, technical, organisational, social, anti champions
- Determine implementation strategy staged/phased, incentive structure

Concern of Stakeholders

- Top management --Investment, benefits and risk of failure
- Middle management
  - New learning
  - Loss of power and flexibility
  - Effort spent in discussions
  - Uncertain benefits : functionality, better control
  - Resistance from workers
- Users
  - New learning
  - Changed procedures
  - Different work, help reduce work?
- ICT Managers and Developers
  - Delivery: time, cost, quality
  - Productivity, user satisfaction
  - Experiment with new technology

Key Lessons

- Top management should get involved
- Appropriate role for ICTs
  - Balanced perspective (technology push?)
  - Move away from a magical vision of ICTs
- Need for an ICT strategy and planning process
  - Who gets involved - adequate effort
  - Applications in tune with key concerns and strategy
  - Clear identification of benefits and a way to measure benefits
  - Evaluate cost/benefit/risk of applications
  - Exploit emerging technologies

A Framework for Monitoring Performance

- Understanding the role and tasks performed
- Identify key tasks that are critical to attaining departmental objectives
- Explaining how the performance on these tasks impacts the overall goals and objective of the department
- Defining indicators to measure performance of key tasks
  - Quantum of work
  - Quality of work
- Setting bench marks to compare performance
  - Past performance
  - With similar units
  - Best practices
  - Based on assessment of capability

Defining Indicators for Measuring Performance

- The purpose is to align the performance of a role and tasks of a department, a group, or an employee to maximize the achievement of organizational objectives and goals.
- The performance needs to be measured through well defined indicators and compared against a bench mark.
- Performance can be measured on inputs, activities, outputs and outcomes. A balanced focus on all types of indicators with a focus on efficiency and effectiveness.
- Indicators can be direct or surrogate, focused on quantity and quality
- The actions/feedback that follow an assessment are most important
- Listening and understanding play a key role

Performance Goals

- Goals need to be set that would stretch an employee but would be attainable with reasonable stretch
- Establish rewards and punishment to
  - Alter behavior to improve performance
  - Motivate to perform better
  - Help the employee to understand strengths and weaknesses and how improvement can be made
  - Provide necessary support to enable improvement to happen
- Assess contributions to teams, helping others through peer assessment

Discussion on Courts

Courts of Tomorrow-a Utopian View

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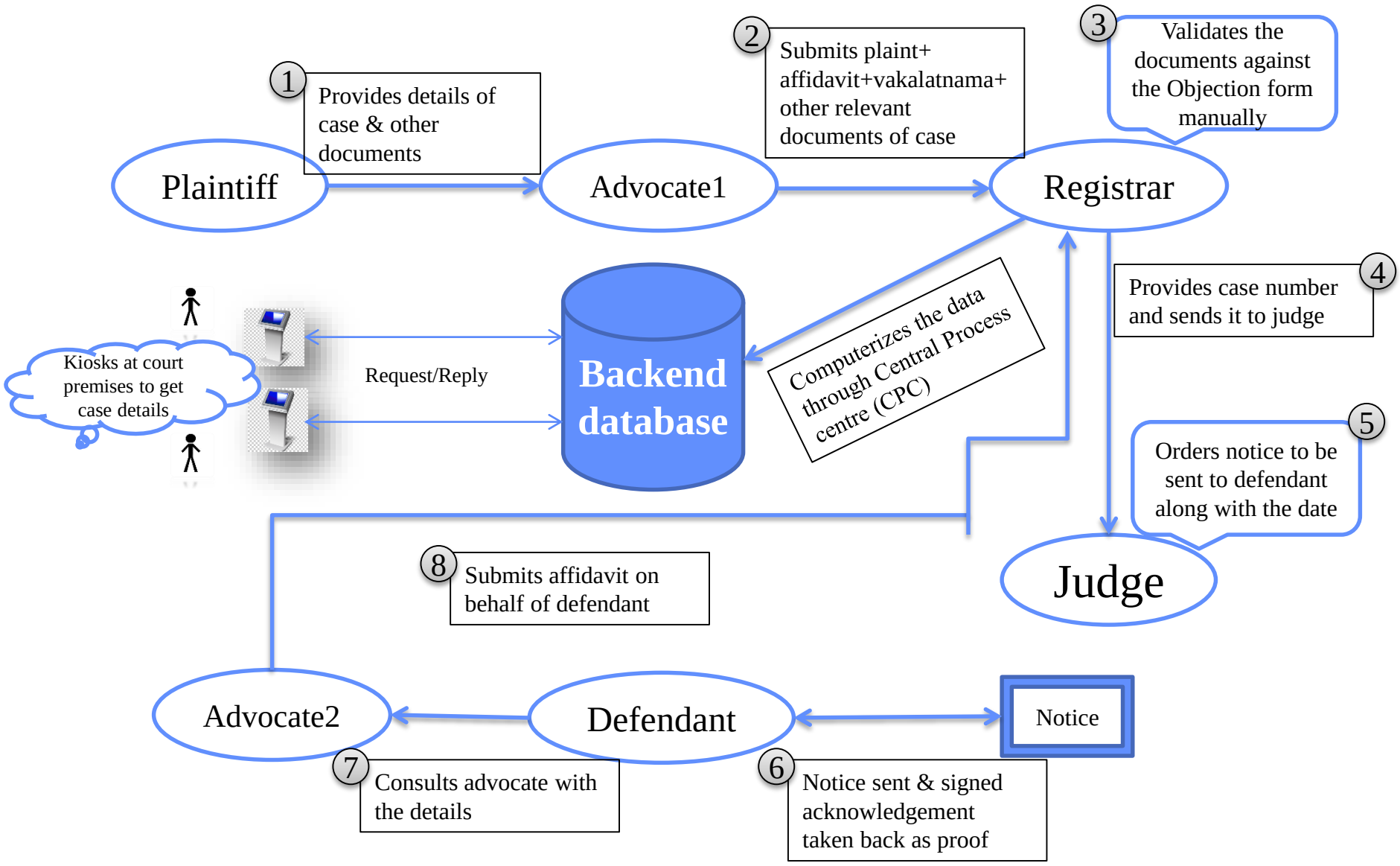
Typical Activities

- Case Registration, Scheduling, Monitoring &Tracking
- Advisory & Legal Aid
- Public Interface and Advocate Interface
- Hon. Judges‘ Corner
- Administration and Back Office work
- Case Repository
- e-Library

Current Process



Problem Areas in Admission Matters in Courts-a 1994 study

Problem Area	Evidence	Possible Solution
Large no of defective cases	68% in 2 month sample	Disqualifying lawyers;two stage scrutiny
Time for curing defects	6-12 months	Closer monitoring
Lag between registration and first listing	One month	Allocate more time for admission matters
Number of adjournments	6-7	Monitor and discourage

Problem Areas in Regular matters – a 1994 study

Problem Area	Evidence	Possible Solution
Time taken for first listing for regular hearing	1-5 years; indefinite	Allocate more time and reduce cases by special mention
Large number of adjournments	7 in 6 years	Monitor number and causes
Time for which cases are not ready	SLP-80% of pendency	
Large number of inactive cases		Review and eliminate/expeditious settlement/compromise Penalize neglect by contesting parties
Declining number of cases disposed		Increase capacity and limit time for arguments
Time for writing judgments	6 months	Make info available to judges

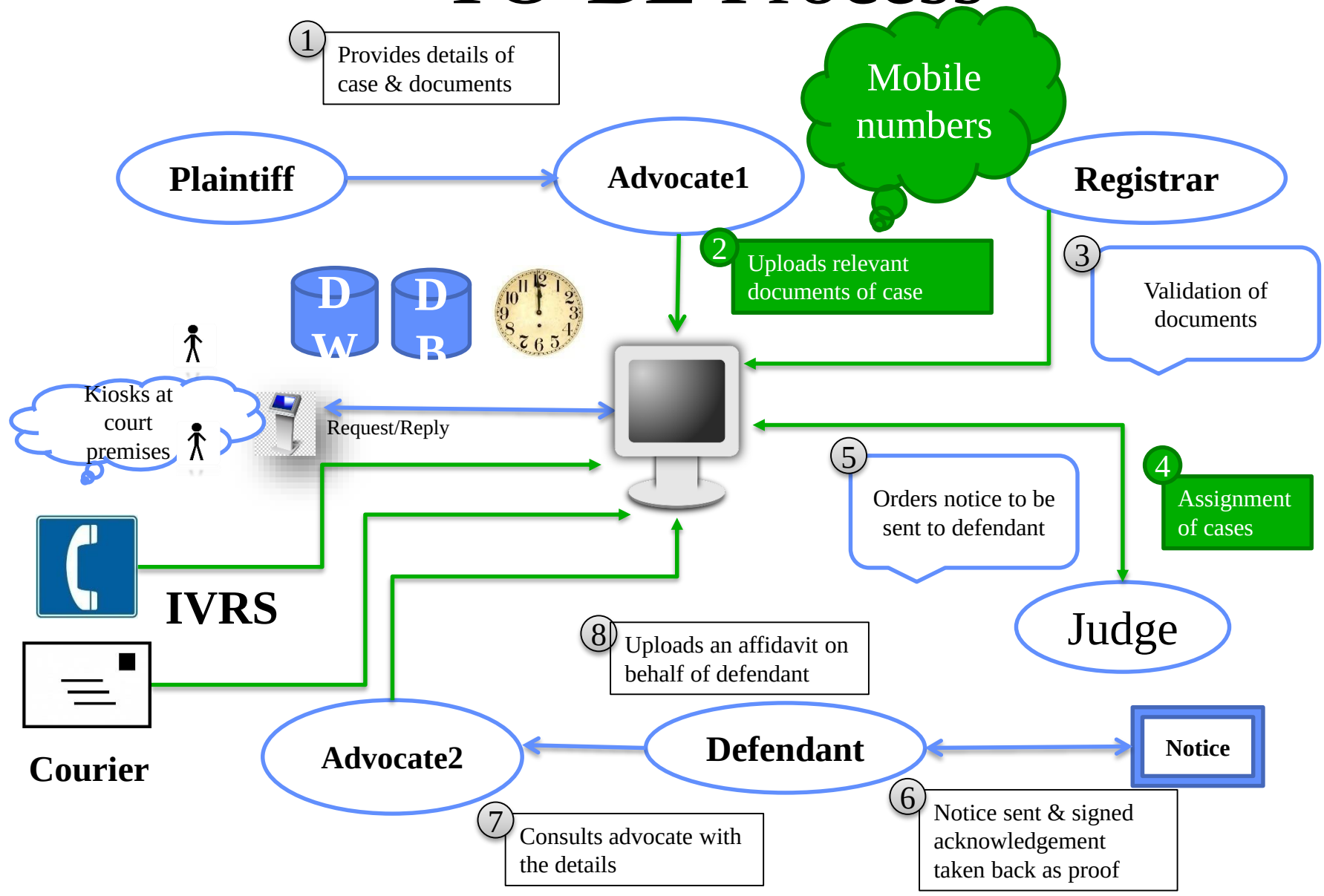
Expectations - Key stakeholders

- Citizens
  Status of a case and the date of next hearing
- Advocates
  Get the status, stage of case, date of next hearing, documents to be submitted, Judge allotted for the case, Related cases
- Judges
  Date of hearing, related cases, related documents
- Judicial administration (court staff & registrar)
  Validation of required documents, status about documents sent to plaintiff and defendant, date of filing, no. of cases disposed, timely delivery
- Government/Law ministry
  Performance of courts/judges, no. of cases pending/disposed, average time taken, benchmarks

Challenges & Problems

Citizens	• Delay in getting justice • Dependency on advocates throughout the process even for simple information • Multiple and repeated visits to court • Some advocates being responsible for the delay of justice
Advocates	• Manual search for old case files • Identification of other similar cases and documents required for the case • Carrying all the document judge asks is difficult
Judges	• Finding relevant case files/documents • Absence of stakeholders on the date of hearing
Judicial administration	• Data entry • Case scheduling and date intimation to the stakeholders
Government/ Law ministry	• Huge number of pending cases • Awareness • Limited Transparency • Accountability of Judicial system • Performance metrics and evaluation

TO-BE Process



Key benefits achievable through successful implementation

- Speedy recovery of information and other case details for judges
- Effective and systematic storage of data
- Eliminates the tampering with evidence because of digitization
- Transparency, credibility and reliability on the total system
- Clearing of large number of pending cases
- Efficient utilization of resources – time, courier fees, online resources
- Using ICT in the process provides us a way to evaluate and enhance the process
- Reduces the discretion by lawyer, thus making the process more transparent and reduces the exploitation of clients
- Processes like fine payments for traffic violations by citizens can be done simply using ICT in solving cases – doesn’t need lawyer intervention

Evolution of NIC's E-Courts Project

➔ Number of courts: 15000

➔ Number of pending Cases*: 2,94,97,251

The objectives of the project are:
To help judicial administrations of the courts in streamlining their day-to-day activities • To assist judicial administration in reducing the pendency of cases • To provide transparency of information to the litigants • To provide access to legal and judicial databases to the judges

➔ Budget: 854 Crore

➔ Project implementation in 5 years

Phase 1	Phase 2	Phase 3
1. Establishment of computer rooms in 2500 court complexes 2. 15, 000 judicial officers will be provided with laptops 3. E-filing facility in supreme court and high court	1. ICT coverage of judicial process from filing to execution level 2. ICT coverage of all administrative activities	1. Creation of information gateways between courts & public agencies & departments 2. Complete demystification of the adjudicatory process ensuring transparency, accountability & cost-effectiveness

*As of 2005

1990

- Supreme Court computerization program
- Objective/Deliverables : Prevent corruption by implementing LOBIS, Computerized filing counters, COURTNIC, JUDIS and pending cases on IVR

1992-95

- NIC took up computerization of all high courts on the lines of SC computerization program
- Objective/Deliverables : Interconnection of all High Courts along with above deliverables

1997-99

- NIC implemented IT systems at 430 district courts with the aim of creating awareness : Rs 15 Cr. Project, 1 PC per district judge
- Objective/Deliverables : Transparency of Information, judicial and legal database and facilitate administrative work

2002-2005

- Implementation of IT systems at Metro and Capital city courts : Rs 17 Cr. Project, 2-3 PCs per court

2005

- The e-Courts project conceptualized on the basis of **National Policy and Action Plan for Implementation of information and communication technology (ICT) in the Indian Judiciary**
- Objective : IT enabled decision support system, transparency via automation, time bound efficient services

2007-till date

- Around 130000 courts computerized till date with basic services like online database , status enquiry etc.

Recommendations : Enhancement of existing system

Suggestions	Concept	Impact on stakeholders
Remote Video (High resolution)	▪ Each of the court should be provided with a high resolution remote video camera ▪ A centralized hub to verify the document produced during court proceedings	▪ Faster delivery of judgement by reduction in number of court hearings ▪ Reduce number of pending cases
Live fingerprint scanning	▪ Installation of fingerprint reader in courts and online verification of same	▪ Reduce scope for false evidence of fingerprint reports
Virtual courts	▪ Digital production of under trial prisoners through video conference	▪ Avoid any escape of prisoners during transfer of under trials to and from courts
Real time Updates and RSS feed	▪ Alerts and updates about a particular case sent as SMS/email to stakeholders ▪ RSS feed option on online forum	▪ Ensure that different stakeholders are updated and avoid any delays due to communication gap
Extension of eFiling	▪ Each of the computerised court to be provided with eFiling facility	▪ Save time for both litigants and Govt. official and ensure speedy service delivery
Lawyer –litigant Interaction	▪ Online provision to ensure interaction of litigants with lawyers and maintain online database of lawyer track record	▪ Ensure transparency in legal aid services for litigants
Online Performance Monitoring	▪ Performance of each court to be monitored and benchmark should be set ▪ Individual judges should be monitored to assess their performance	▪ Ensure better and efficient performance of the judicial system

Proposed Work and Data Flow