

Terms of Reference

Comprehensive System Study on Court Automation

1. Background

World-wide, courts are faced with the ever-increasing problem of case backlog, delayed justice and escalating costs of litigation. Judicial system in Sri Lanka is also facing severe issues in the areas of citizen friendliness, responsiveness and timeliness of the court process. This is mainly due to the inefficiency of traditional paper-based practices, the increasing number of cases filed in courts, and limited resources. As a result, it has become a challenge to manage courts efficiently and effectively. Therefore, the government of Sri Lanka is exploring the possibility of new technologies to increase the efficiency and effectiveness of the court management.

In line with the national priorities of the government on good governance, digital government, and digitization of the economy, the Ministry of Justice (MOJ) aims to invest on the Information and Communication Technologies (ICTs) to reduce human errors, increase efficiency and effectiveness of court administration, build public confidence in administration of justice, increase accountability, and improve the court hearing process. To this end, the total court automation is proposed by the MOJ. It is expected that this project would not only improve the administration of courts and the court hearing process but also facilitate the government's aim of building a more democratic culture among citizens by supporting modernization efforts through digitization and building public demand for a fair and transparent judicial system.

MOJ's investment on implementing the total automation has a two staged approach. A comprehensive system study is planned first, followed by the actual development of the technological solution. The purpose of this assignment is to employ a consultancy firm to

conduct a comprehensive system study on court automation and court hearing process. Period of the assignment is 12 weeks.

2. Aim and Objectives of the Project

Primary aim of this assignment is to obtain the services of a consultancy firm “to conduct a comprehensive system study on court automation (comprising of court administration and court hearing process) in order to develop a state of the art ICT based court management system”

Specific Objectives of the Assignment are to,

- a. develop a government enterprise architecture for the client,
- b. develop an IT governance framework for the client,
- c. conduct a comprehensive system study for implementing an ICT based court management system for the client,
- d. write detailed technical specifications of the proposed solution, and
- e. provide a comprehensive cost estimation for implementing the proposed solution.

3. Scope of the Service

- 1) Consultant shall identify all relevant stakeholders upon consultation of the senior officials of the Ministry of Justice (MOJ) and Judicial Service Commission (JSC). Some of the key stakeholders include the general public, MOJ, JSC, Attorney-General’s Department, Department of Legal Draftsman, Department of Prisons, law enforcement authorities, Bar Association of Sri Lanka, and so forth.
- 2) Consultant shall closely work with a domain expert panel which is jointly appointed by the MOJ and JSC. Domain expert panel will help the consultant in clarifying the subject matter.

- 3) Upon the consultation with the key stakeholders and expert panel, the consultant shall identify expectations of stakeholders, requirements, as well as system boundary in order to develop ICT based court management system.
- 4) Consultant shall research and find out how ICT based court management solutions have been implemented in other countries. For this purpose, the consultant shall study at least five countries (Examples: Singapore, Malaysia, India Hyderabad and any other two countries which have Similar legal system as in Sri Lanka.). Based on the findings, the consultant shall provide recommendations to the client on how ICT based court management systems can be effectively implemented.
- 5) Consultant shall assess all available systems in this domain, and processes governing these systems. Consultant shall provide a comprehensive evaluation report of the strengths and limitations of those systems, and propose how these systems can be integrated (if required) into the proposed solution. Existing systems in this domain include but are not limited to Audio Recording Systems at court rooms, case management systems, e-filing systems and so forth.
- 6) Upon consultation with the relevant stakeholders, the consultant shall articulate a strategic vision which precisely describes the future state of the ICT based court management solution. The consultant shall also identify and define core values of the judicial system upon consultation of the domain expert panel.
- 7) Consultant shall propose a suitable Government Enterprise Architecture for the client in line with the vision and core values defined. The elements of the proposed architecture should also include, but not be limited to (a) an information architecture, (b) a technology architecture, (c) a business architecture, (d) governance, and (e) security measures. The proposed Government Enterprise Architecture should comply with well accepted enterprise architecture standard of the industry.
- 8) Consultant shall propose a suitable IT Governance Framework for the client.
- 9) Based on the proposed Government Enterprise Architecture, and the findings of the requirements study, the consultant shall propose a detailed solution for an ICT based court management system.
- 10) The proposed solution shall cover following aspects, but not be limited to,
 - Flexibility and extensibility
 - Cloud based architecture
 - Hardware, software and other digital infrastructure that comply with open standards

- 11) The solution proposed by the consultant should be an open-standard system architecture. This enables different vendors to supply different parts/software of the overall system. The proposed solution should also adhere to the standards defined by the ICTA such as Lanka Interoperability Framework (LIFe), and be compatible with the standards for Sinhala – SLS 1134: 2004: Parts 1 and 2 thereof and SLS 1126:2008 Tamil: Part 1 whenever necessary.
- 12) Consultant shall provide detailed specifications for the digital infrastructure necessary to implement the proposed solution. Consultant shall also specify where and when these digital infrastructures are necessary.
- 13) Consultant shall develop policies to address issues such as access, privacy, security, backup procedures, and controls in line with core values of the judicial system.
- 14) Consultant shall identify risks, challenges and opportunities created through the use of ICT in the judicial system.
- 15) Consultant shall propose a solution to overcome the risks and challenges created through the use of ICT in the judicial system.
- 16) Consultant shall provide detailed cost estimation for developing the proposed solution as well as other digital infrastructure necessary for implementing the proposed solution.
- 17) Assess the current human capacity and capability of the staff for effective work in the IT enabled environment in the future. Provide recommendations for developing the capacity of the staff to effectively work in the IT enabled environment.
- 18) Consultant shall propose a strategy to ensure continuity and sustaining the system in the judicial system.
- 19) Consultant should take absolute responsibility to ensure the protection and safety of the system and content and no person of the consultant's team would have the right to get the copy of information and data.

4. Key Qualifications of the Consultancy Team

Preferred qualifications and experience of the consultancy team are as follows. Consultant shall propose any number of qualified staff members for his team.

Team	Academic Qualifications	Experience in the Proposed Role	Experience as a Key consultant in Government Projects	Experience in similar consultancy assignments (Local or International)
Project Leader	<p>B. Sc degree in IT/IS/MIS or equivalent,</p> <p>And</p> <p>a post graduate qualification (MBA/MSc in IT) or equivalent.</p> <p>In addition, a qualification in Law would be an advantage.</p>	<p>Demonstrated experience and expertise in the field of System Studies, System designing and development, IT Strategy planning, IT Governance</p> <p>And</p> <p>10 years or more experience in the relevant field</p> <p>And</p> <p>Project management experience</p>	<p>Demonstrated experience as a Project Leader in government projects of similar complexity</p>	<p>Demonstrated experience in consultancy assignment in similar nature would be an advantage</p>
System Analyst	<p>B.Sc in IS/IT/Computer Science or equivalent,</p> <p>A post graduate qualification</p>	<p>8 years or more experience as a systems analyst and system designer</p>	<p>Demonstrated experience as a systems analyst in government/private sector projects of similar complexity</p>	<p>Demonstrated experience in consultancy assignment in similar nature would be an advantage</p>

	(MBA/MSc in IT) or equivalent would be an added qualification			
Legal Expert	Attorney-at-Law. Postgraduate qualification in Law would be an added qualification	Demonstrated experience in Legal sector And 10 years of experience in the legal practice	Experience in working with IT projects would be an added qualification	Demonstrated experience in consultancy assignment in similar nature would be an advantage

5. Services and Facilities Provided by the Client

- 1) Client shall arrange meetings with the relevant stakeholders
- 2) Client shall appoint a domain expert panel to advise the consultant on subject matter
- 3) Client shall provide access to the other systems available at the domain
- 4) Client shall provide permission letters to visit relevant locations

6. Review Committees and Review Procedures

- 1) All deliverables will be reviewed by a team appointed by the Project Steering Committee.
- 2) MOJ, JSC, Ministry of Telecommunication and Digital Infrastructure, and ICTA will jointly monitor and conduct timely review of each stage of the project in order to complete the project as per the given time lines.

7. Key Deliverables, Timelines, and Payment Schedule

Total duration of this assignment is 12weeks.

	Activity	Due Date	Deliverable	Payment Schedule
1.	Initial Meeting	Commencement Date + 1 Day		-
2.	Develop Work plan and Prepare Inception Report	Commencement Date + Week 1	Work plan and Inception Report	10%
3.	Develop Enterprise Architecture and IT Governance Framework	Commencement Date + Week4	Government Enterprise Architecture and IT Governance Framework	10%
4.	Requirement Study	Commencement Date + Week 8	Report on Requirement Specifications	10%
5.	Design a Solution Architecture	Commencement Date + Week 9	Proposal of the new architecture to be adopted	20%
6.	Identification of other digital infrastructure	Commencement Date + Week 10	Specification for other digital infrastructure	10%
7.	Write Technical Specifications for proposed solution	Commencement Date + Week 11	Detailed Technical Specification of the Proposed System	30%
8.	Cost Estimation, Final Report and Sign off	Commencement Date + Week 12	Final Report	10%