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IDD Vision
IOCOM Digest and Dialogue (IDD) will be recognized as a world-class outcome management journal.

IDD Mission
IDD’s mission is to provide useful, timely and thought-provoking content in outcome management driven disciplines that address a broad spectrum of practices for knowledge exchange among academics, researchers and practitioners.

IDD Objectives
1. Bridge the gap between academics and practitioners in the discipline of outcome management
2. Provide a platform to academic researchers and practitioners for disseminating their research work
3. Promote adoption of innovative outcome management disciplines
4. Highlight challenges outcome managers (practitioners) face

IDD Scope
1. IDD will address cross-cutting themes in outcome management disciplines.
2. IDD’s main emphasis is on applied research.
3. IDD will accommodate articles based on qualitative or quantitative approaches; however, preference will be given to mixed methods and action research.
4. Geographic reach of the IDD journal is the entire globe.
5. Our target audience includes academics and practitioners in outcome management.

Please send your write-ups and comments to: editorsIDD@iocomsa.org
Introduction of IOCOM

IOCOM is a not-for-profit corporation registered in Canada. An organization of professionals, academics and an alliance of international and national associations, societies and networks engaged in the discipline of outcome management.

IOCOM invites professionals and academics to create a forum for the exchange of useful and high quality theories, methodologies and effective practice in outcome management drawn from all management disciplines. IOCOM encourages management practitioners contributing to outcome management in all fields to make use of our resources, to participate in our initiatives and to contribute to our goals as individuals or through outcome management organizations. We offer global linkages to outcome management professionals, organizations and networks, about events and important initiatives, as well as opportunities for exchanging ideas, practices, and insights with peers throughout the world.

IOCOM’s Vision

To create a world where professionals, academia, organizations and networks with a focus and interest in effective outcome management, collaborate to strengthen the theory and practice of the discipline that benefit society.

IOCOM’s Mission

To promote outcome management in the world at large through multidisciplinary professional and academic collaboration and the quest for evidence in decision making for business and organizational viability.

IOCOM organizational and individual memberships are free and enjoy the benefits of professional connectivity worldwide. Please visit our website at www.iocomsa.org and join IOCOM.

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IOCOM Chair/President’s Message

Volume 3, Issue 2, is the second in our series on transforming governments through digitization. Authors were encouraged to address the various sub-themes, including: transparency in e-government; e-democracy; citizen-centric e-government; development of smart cities; integration of e-government initiatives; challenges to digital governments; managing change during the implementation of e-government initiatives; and trends in e-governance.

At the outset, I would like to introduce the “Digital Evolution Index (DEI)”, first published in 2015 in the Harvard Business Review. The DEI was designed to trace the emergence of a “digital planet,” how physical interactions — in communications, social and political exchange, commerce, media and entertainment — are being displaced by digitally mediated ones. It is a scoring system introduced by the research team Bhaskar Chakravorti, Ajay Bhalla and Ravi Shankar Chaturvedi at The Fletcher School at Tufts University. In their recent article appeared on the Harvard Business Review (HBR) blog (https://hbr.org/2017/07/60-countries-digital-competitiveness-indexed), they mapped the digital momentum around the world. The authors say that depending on where we live, we continue to move at different speeds toward the digital planet.

They discussed five salient features of today’s digital landscape:
- digital technology is widespread and spreading fast;
- digital players wield outsize market power;
- digital technologies are poised to change the future of work;
- digital markets are uneven; and
- digital commerce must still contend with cash.

The DEI analyzes the state and rate of digital evolution across 60 countries. This evolution is the outcome of interplay among four drivers: supply conditions, demand conditions, institutional environment, and innovation and change, with about 170 indicators across them.

The authors created a map of the digital planet by measuring each country’s current state of digital evolution, as determined by the interplay of the four drivers. They also determined its pace of digital evolution over time, as measured by the growth rate of a country’s digital evolution score over the period 2008-2015.

Countries on this map fall into four zones: stand out, stall out, break out, and watch out. Some countries are at the border of multiple zones.

Stand out countries are highly digitally advanced and exhibit high momentum. Stall out countries enjoy a high state of digital advancement, while exhibiting slowing momentum. Break out countries are low-scoring in their current states of digitalization, but are evolving rapidly.
Watch out countries face significant challenges with their low state of digitalization and low momentum.

Most notably, the United States and Germany are at the border of stand out and stall out, with a third, Japan, in the neighborhood. The analysis of digital evolution reveals that “the most exciting region in the world, digitally speaking, is Asia, with China and Malaysia as exemplars.”

I draw your attention to the important G20 Summit – the central forum for addressing issues relating to world economic growth, international trade and the regulation of financial markets – held July 7-8, 2017 in Hamburg, Germany. The world leaders reaffirmed their commitment to achieving the sustainable development goals under the 2030 Agenda for Sustainable Development.

Prime Minister Justin Trudeau of Canada concluded a successful G20 Summit at which he promoted open, progressive trade that benefits the middle class. G20 leaders discussed countering terrorism. Prime Minister Trudeau reiterated Canada’s commitment to work with partners at home and abroad to develop a coordinated global response to counter radicalization that strengthens security and safeguards human rights.
Mr. Trudeau highlighted Canada’s recently launched Feminist International Assistance Policy, which focuses assistance on the poorest and most vulnerable. He said this policy recognizes that gender equality and the empowerment of women and girls are the best ways to build a more peaceful, inclusive, and prosperous world. Canada is actively supporting Germany’s initiative “eskills4girls” by investing $15.8 million for five projects. Two of the projects will target improving the prospects for digitally enabled livelihoods in marginalized communities in Egypt and prepare Haitian youth for digital jobs.

This issue of IDD contains my article on digital preservation and the way memory institutions worldwide are organizing themselves and collaborating with partners to ensure the protection of our documentary heritage for the benefit of future generations.

Contributors also examine the Malaysian experience of digitization in government, digital school libraries in Bangladesh: A role model for changing the lives of extremely poor children.

As always, I am excited to release a new issue for your reading pleasure. I encourage you to share the IDD with your colleagues and use it as a marketing tool to attract new members. The editorial team is always open to your suggestions for improving the IDD’s quality. We encourage everyone to write articles for future issues. The call letters for 2017 on themes and sub-themes are posted on the IOCOM webpage.

Chair/President
Sandiran Premakanthan

Editors’ Note

The second issue of 2017 is before you. This is the second consecutive issue on the theme of “Transforming public sector through Digitization”. The issue contains five articles. Some articles are country case studies and others are broad.

We hope that you will find the contents of this issue very useful and thought-provoking. We always look forward to hearing your views on the individual articles and suggestions for the improvement of the next issues of this e-journal. We believe in continuous improvement. Hence, your comments and suggestions are greatly valued and seriously considered.

The theme of the next issue will be “Agricultural Outcome Management”. Please send your articles as per details given on the last page.

Editors
Atiq ur Rehman and John Flanders

Sandiran Premakanthan and John Flanders

Introduction

In library and archival science, digital preservation is a formal endeavor to ensure that digital information of continuing value remains accessible and usable\(^1\). According to the Harrod's Librarian Glossary\(^2\), digital preservation is the method of keeping digital material alive so that they remain usable as technological advances render original hardware and software specifications obsolete.

In Canada, the federal institution tasked with acquiring, preserving and making Canada's documentary heritage accessible is the Library and Archives Canada (LAC). On June 3, 2016, the LAC launched its new National Heritage Digitization Strategy, which aims to provide a cohesive approach to the digitization efforts of Canadian memory institutions. This article examines the LAC’s strategy and provides an overview of digital preservation efforts made by selected other national governments.

Digital content management life cycle

preservation fits in the overall process.

**Canada’s digitization strategy**: ‘Numerous benefits to Canadian society’

“The Government of Canada is committed to making sure that Canadians can easily access their documentary heritage, whenever and wherever they wish. This is even more important in this digital age,” said the Minister of Canadian Heritage, Mélanie Joly, at the strategy’s June 2016 launch. She applauded the efforts made by the LAC in ensuring the continuity of Canada’s documentary heritage.

Ms. Joly said that when implemented, the strategy will open up new possibilities in consulting, distributing and promoting Canada’s documentary heritage. “It is sure to bring numerous benefits to Canadian society,” she said.

**LAC collection**

The LAC collection is the shared documentary heritage of all Canadians, assembled over the past 140 years. It contains materials in all types of formats that are of interest to Canadians. The collection includes:

- Some 20 million books published in various languages, from rare artists' books and first editions to literary classics and popular fiction;
- 241 linear kilometres of government and private textual records;
- more than 3 million architectural drawings, plans and maps, some dating back to the early 16th Century;
- about 5 billion megabytes of information in electronic format, including thousands of Canadian theses, periodicals and books available online;
- nearly 30 million photographic images, including prints, negatives, slides and digital photos;
- more than 90,000 films, including short and full-length films, documentaries and silent films, dating back to 1897;
- more than 550,000 hours of audio and video recordings;
- over 425,000 works of art, including water colours, oil paintings, sketches, caricatures and miniatures, some dating back to the 1600s, as well as medals, seals, posters and coats of arms;
- roughly 550,000 items constituting the largest collection of Canadian sheet music in the world, as well as documentation related to music in Canada, and recordings on discs and records of all formats, including piano rolls, reels and spools, and eight-track tapes;
- Canadian Postal Archives;
- textual archives for various individuals and groups who have contributed to Canada’s cultural, social, economic and political development; and

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• national newspapers from across Canada, from dailies to student newspapers, and from Aboriginal magazines to ethnic community newsletters.

**Foundational assembly: ‘Knitting the digital library together’**

On October 14, 2016 a range of partners and stakeholders met in Ottawa at Library and Archives Canada as a foundational assembly for the digitization strategy. More than 130 memory institution leaders discussed key elements of the strategy, challenges and collaborative digital strategies.

In his opening address, Dr. Guy Berthiaume, Librarian and Archivist of Canada, said memory institutions represent sanctuary and freedom. The more organizations digitize and provide access to knowledge, the greater the freedom. As he put it: “There is no greater sanctuary than freedom itself.”

Participants spoke of the importance of values that should be represented in the strategy. These included credibility, democracy, trust, inclusiveness, accountability, leadership, representativeness (both in terms of access and in terms of being represented in the holdings themselves), sustainability, and usability.

In addition to values, delegates felt that proper scoping of the projects should be a practical consideration for managing them successfully.

To support the strategy, an 18-member steering committee from Canadian memory institutions was established for a two-year term. On March 5, 2017 the committee shared an update, unveiling a draft action plan to guide its work for the next three years.

**Implementing a digital strategy: Lessons from the Netherlands**

Ms. Hildelies Balk-Pennington de Jongh, keynote speaker at the foundational assembly, advised memory institution leaders to adopt new approaches, to be open by default, to maintain physical holdings, and to prioritize online access over on-site access.

A member of the board of directors at the National Library of the Netherlands, she reviewed some lessons the country has learned in attempts to meet its ambitious target to digitize all Dutch books, newspapers and periodicals by 2030.

In the Netherlands, the Koninklijke Bibliotheek Strategic Plan for 2015-2018, entitled *The Power of Our Network*, states that this national institution will digitize 90% of all books

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published in the Netherlands, as well as the ‘most relevant’ magazines and newspapers from before 1940. This will be accomplished in cooperation with public and private partners.

Ms. Balk-Pennington de Jongh highlighted seven best practices from the experience of implementing the Netherlands’ national digital strategy: i) collaborate; ii) explore all funding opportunities; iii) choose bulk over selection; iv) do not overestimate operational capacity; v) consider use; vi) ensure permanent access; and vii) create room for innovation.

**Digital preservation in the United States**

In December 2000, the United States Congress appropriated $100 million for the National Digital Information Infrastructure and Preservation Program (NDIIPP)\(^7\), which will be led by the Library of Congress. The legislation called for the Library to work with other federal agencies and also with a variety of additional stakeholders to develop a national approach to digital preservation.

The program focuses on three areas:

- Capturing, preserving and making available significant digital content. Content under stewardship by NDIIPP partners includes geospatial information, websites, audio visual productions, images and text, and materials related to critical public policy issues.
- Building and strengthening a network of partners. The NDIIPP national network currently has more than 130 partners drawn from federal agencies, state and local governments, academia, professional and non-profit organizations, and commercial entities.
- Developing a technical infrastructure of tools and services. NDIIPP partners work collaboratively to develop a technical infrastructure by building the information systems, tools and services that support digital preservation.

**The National Library of Australia’s digital journey\(^8\)**

In Australia, the National Library’s Digital Library Infrastructure Replacement program is aimed at ensuring that material of national significance relating to Australia and the Australian people is collected, preserved and accessible in digital form. The program fulfils the need to meet the growing demand for digital content. The program will allow the Library to digitize more physical and analogue collections. It will also help with managing and preserving its collections.

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\(^7\) [http://www.digitalpreservation.gov/about/background.html](http://www.digitalpreservation.gov/about/background.html)

At the program’s completion, users will be able to discover billions of items through the Library’s online services. Available material will include books, journals, gazettes, pictures, manuscripts, maps, sheet music, ephemera and born-digital content such as e-publications, electronic archives and websites.

**Digisam: Swedish digitization initiative**

Digisam is the coordination secretariat of digitization, digital preservation and digital access to cultural heritage in Sweden. Digisam, which started its work in the autumn of 2011, is organized as a department at the National Archives of Sweden. It serves as the advisory body to assist national heritage institutions in developing their digitization strategies. Within this structure, digitization, digital preservation and digital access are balanced.

The focus is on public institutions and authorities. It is hoped that the guidance and assistance provided will assist other institutions with their work.

**Digital New Zealand (DigitalNZ)**

In New Zealand, digitization of cultural heritage is a central part of New Zealand’s Digital Content Strategy. DigitalNZ was created within the New Zealand National Library to make digital content more accessible.

DigitalNZ serves as a central hub for content about the country, and provides advice and guidance on digitization. DigitalNZ connects people to digital material from libraries, museums, government departments, publicly funded organisations, the media and community groups. It is the search engine for New Zealand culture. There are 30 million digital items from 200 content partners. The collection includes interviews, videos, newspaper clippings, maps, photographs, audio and artworks from the 19th Century to today.

**World Digital Library**

The World Digital Library (WDL) is a project of the U.S. Library of Congress. It is carried out with the support of the United Nations Educational, Cultural and Scientific Organization (UNESCO), and in cooperation with libraries, archives, museums, educational institutions, and international organizations from around the world.

WDL makes it possible to discover study and enjoy cultural treasures and significant historical documents on one site, in a variety of ways. Content on the WDL includes

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10 [https://www.digitalnz.org/](https://www.digitalnz.org/)
11 [https://www.wdl.org/en/about/](https://www.wdl.org/en/about/)
books, manuscripts, maps, newspapers, journals, prints and photographs, sound recordings and films. WDL makes available on the Internet, free of charge and in multilingual format, significant primary materials from all countries and cultures.

Conclusion

This article has provided insights on how stakeholders in Canada and other parts of the world are making strides to protect their documentary heritage to ensure future generations can access and learn from the past. Memory institutions are taking advantage of digital technologies to provide immediate access to their holdings to an almost limitless audience.

Implementing the digital preservation national strategies worldwide is a continuous and dynamic process. It requires the commitment of memory institution leaders, their expertise, collaboration among partners and resources. This article shows that there is an international willingness and readiness to act and that the monumental task of protecting our national documentary heritage is being well supported by governments with the participation of all stakeholders. It is a continuous journey that will be undertaken by successive generations.

In the words of the digital preservation slogan of the National Library of Australia: “Totus, Omnibus, in Perpetua” (Everything, for everybody, in perpetuity).
Digital School Library for Extremely Poor Children in Bangladesh

Dr. Md. Nasiruddin

Introduction
Located in central Bangladesh, the District of Shariatpur is one of the lowest performing districts in primary education. It sits near the bottom at 62 out of 64 districts based on dropout rates, according to 2012 data from the Bangladesh Bureau of Statistics.

It is also one of the most flood-prone areas in the country and it has a high number of “extremely poor”. Extreme poverty is officially defined in Bangladesh in terms of a family’s total living expenses falling short of the cost of minimum food needs. Part of what such a family spends would have to pay for essential non-food items, such as fuel or clothing. Consequently, the minimum calorie needs of the family will not be met at such levels of total spending. Hence, the distinct categorization of “extremely poor”.

In Bangladesh, the extremely poor are trapped in a vicious cycle. They are denied access to basic services and subjected to varied forms of discrimination, while their children are treated as social burden.

Accordingly, the Irish-based international humanitarian organization, Concern Worldwide, chose the district to implement a three-year project, the purpose of which was to change the lives of these children in a sustainable way. The project involved installing a digital school library in every school in this remote agricultural-based area of Bangladesh. The initiative was called the “Digital School Library for Extremely Poor Children”. It targeted 22,500 children (10,000 girls and 12,500 boys) as well as 2,120 School Management Committee (SMC) members, covering roughly 56,000 households and community members. It was implemented during 2006-2008.

This paper will share the author’s experience with the digital school library project and will describe the way it affected the poorest and out-of-school children. It will also explain how the libraries attracted the children to schools, thereby improving enrolment rate, and will report what they learned from the library; what changed their beliefs, attitudes, practices and behaviours; and what made them feel that they were an important part of the community.
The children: Most preferred watching TV to going to school

Before launching the digital school library project, the study team assessed relevant data from early projects of some non-government organizations (NGOs) that were designed to change livelihoods through microcredit. But it found no major changes. The team realized that they had an important role to play in the country’s economy.

During the planning period, the team observed that except for sleeping time, most of the children preferred to stay outside their homes for playing. Most of them were overwhelmingly interested in watching television in shops, markets, clubs or the homes of some wealthier people, instead of going to school. They preferred Hindi movies, action films and Bengali action movies rather than participating in other games or attending classes.

The “Digital School Libraries for Extremely Poor Children” initiative was designed to attract these extremely poor children to school and improve their education in a sustainable way through training and learning with the innovative approach of a school library.

The team decided to use a corner room of schools as a library. Here the children would get the necessary learning and training on a selective dissemination of information services in hopes of changing their attitude, aptitude and even behavior to cope with society.

Keeping this in mind, the study team developed a digital school library approach in the schools of two “upazilas”, or administrative sub-districts. The study attempted to determine why attendance was so low and why drop-out rates were so high in these two upazilas, and if the libraries could improve matter.

Study results would be shared with the Bangladesh Government, relevant NGOs, and policy makers in the Ministry of Primary and Mass Education in Bangladesh.

How the study was designed and implemented

The Concern Worldwide eschewed traditional approaches to education for the purposes of this study, realizing that such efforts always brought usual results in attracting extreme poor children towards school. Instead, they decided to install an exceptional school library in each school with the objective of attracting this cohort of children.

The study was a three-year project spanning over a period from January 2013 to December 2015. Ten primary schools in Shariatpur district – five from Bedergonj upazila and five from Gosahirhat upazilla – were selected based on school type and
accessibility. Schools were identified as accessible, if year-round access was easy, or was it inaccessible during flooding periods.

The study covered about 100 children in each school, about 1,000 in all. As mentioned earlier, the libraries were set up in corner rooms, which the school had deemed useless. Occasionally, the room was used for discussion purposes only with teachers. The rest of the time it remained unutilized.

Each library included five desktops, Internet connections, necessary furniture, video games, DVD players with CD-ROMs, eBooks on history, attractive Bengali video documentaries (such as Meena Cartoon, Shisimpur, and so on). They also included multimedia projectors, illustrative text books, story books, books on religions, cartoons, posters, sound systems, music collections and so on.

The libraries were equipped with several attractive softwares. Some videos were educational, but at the same time, they were funny, making the school experience enjoyable for the children. The key message was that everything is free in school, including books, pens, milk, playing instruments, and so on.

As a result, libraries quickly became learning and training centres, providing useful information for attracting the children towards school, educating them about basic rights and allowing them to access resources. The children also used some free online software (such as click-to-play or Bowa Kawa) with the guidance of the project staff.

**Results: Improvement in pass rates and enrolment**

The children reacted in a positive way. They could not believe that everything was free. It gave them an added incentive to attend class.

At the end of the project, written tests were administered to class II and class IV children in 10 sampled schools to assess their achievement level and determine any changes over the course of the project. The tests were part of their annual routine examination, held at the end of the year.

As can be seen in Table 1, results of the study indicate a number of positive changes:

- The pass rate on a standardized test for the poorest children increased from the baseline of 10% to 60% by the end of the digital school library project; (note: 1) 2005 was the baseline year, 2006-2008 was the project period, and 2008 was the evaluation year; 2) previous years’ records i.e. until 2005, showed that there was no clear trend of improvement);
- School enrolment rates in primary schools jumped from 40% to 90%; and
- Retention rates in primary schools rose from 30% to 55%.

In addition, the study enabled the poorest children and their parents to obtain information about the Rights-Based Approach to education in Bangladesh, as well as information on HIV and AIDS and on their rights and entitlements. Besides, about half of SMCs and Parent-Teacher Associations were involved in the development and implementation of School Level Improvement Plans.

**TABLE 1: Overall percentage of competencies of students in class II and IV in the project and control schools.**

<table>
<thead>
<tr>
<th>Group</th>
<th>Class II</th>
<th></th>
<th>Class IV</th>
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<tr>
<td></td>
<td>PCR</td>
<td>Baseline</td>
<td>Change</td>
<td>PCR</td>
</tr>
<tr>
<td>Project</td>
<td>60%</td>
<td>10%</td>
<td>50.0</td>
<td>90%</td>
</tr>
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*Abbreviation: PCR, Project Completion Report*

**Discussion and conclusion**

There is unambiguous evidence of considerable improvement in enrolment, attendance and pass rates of students and decline in the drop-out rate due to the project interventions. It shows that digital libraries can transform even traditional and least-resourced schools. Technology driven learning significantly enhance interest of the students in learning and schools.

Another positive spillover effect was observed at society level. Extremely poor people were found more conscious about their rights and entitlements than before. This was the immediate result achieved through the project interventions. These outcomes were visible not only to people in the community, but to everyone who worked in the primary education sector in Bangladesh as well. This is perhaps one of the reasons that such awareness created push effect for students and digital libraries created a pull effect for them. Both effects produced positive outcomes in the attitude and behaviour of students.

Considering the number of beneficiaries and the size of the budget, the project was found very efficient. The project has produced promising results and can be replicated in other areas. The project will help the relevant bodies and organizations in creating a knowledge-based society if they adopt this approach in remote rural areas of Bangladesh for eradication of illiteracy. But it needs nationwide massive advocacy.
Like all people, extremely poor people in remote rural areas also have dreams (The Daily Mirror, 2015). The digital school library has shown them the way to a new life. But adopting an innovative library approach for creating a knowledge-based society is a challenging task, as rural people are reluctant to try to adopt approaches beyond traditional ones (Ogunsola, 2011). The project’s lessons could be a milestone for a strategy to eradicate illiteracy and to create a knowledge-based rural community in Bangladesh, if government and NGOs apply this concept for the sustainable development of other marginalised people.

It is also recommended that a time series impact analysis should be carried out – at least biannually until 2020 to measure the extent to which the impact of the project is sustainable.

References


Australia: A Facelift for the Nation’s Digital Economy Strategy

Sandiran Premakanthan and John Flanders

After a somewhat rocky start toward the goal of turning the nation into a “world leading digital economy” by 2020, the Government of Australia appears set to inject new life into its national digital economy strategy.

On September 19, 2017, Arthur Sinodinos, Australia’s minister for industry, innovation and science, released a consultation paper designed to generate a new strategy aimed at maximizing the potential of technology to improve the country’s competitive standing. At the same time, he encouraged Australians to have their say on the nation’s digital future.

According to media reports, the new strategy will create a roadmap for government, the private sector and the community to seize the benefits of digital transformation. It will address three broad themes: enabling and supporting the digital economy, building digital business capability, and developing digital skills and inclusion to address the digital divide.

The new strategy will replace the existing digital economy strategy, which was first released in May 2011. It has since undergone two revisions: one in June 2013, and another in May 2016.

In a statement, Mr. Sinodinos said Australia already has areas of competitive strength, such as energy resources, and medical and mining related technologies. “I believe we can also become a world leader in digital innovation which could boost the Australian economy by $140 billion to $250 billion over the next eight years,” he said. He encouraged all Australians to join the conversation and share their ideas by 30 November 2017. A revamped strategy will be launched early in 2018.

This article reviews events leading up to his announcement. It describes Australia’s “whole of government” transformation vision and agenda. It discusses institutional arrangements to realize the vision and deliver the benefits of digitization to Australian residents.
Digital strategy needs major readjustment, some feel

Many observers feel Australia’s digital strategy needs a major readjustment. For example, according to a new report from the International Institute for Management Development, Australia ranks 15 out of 63 nations when it comes to digital competitiveness. While Australia is in the top 20, some media say the result highlights serious structural flaws in the nation’s economy that will impact its future performance and living standards. By many other measures, Australia is at the bottom of the pack. Australia rates 45th when it comes to digital and technological skills, for example.

The Sinodinos consultation paper points to “significant economy-wide change” over the past 10 years. It quotes the worldwide consulting firm McKinsey and Company as saying: “The rate of digitisation in Australian industries is uneven, and still a distance from its full potential.”

The Digital Evolution Index (DEI) 2017 ranks Norway, Sweden, Switzerland, Denmark, and Finland in the “stall out” zone scoring countries, reflecting the challenges of sustaining growth. Australia is ranked among the “stall out” countries, enjoying a high state of digital advancement while exhibiting slowing momentum. Researchers say moving past these “digital plateaus” will require a conscious effort by these countries to reinvent themselves, to bet on a rising digital technology in which it has leadership, and to eliminate impediments to innovation.

It is important to note that digital transformation is much more than making changes to a website. It is about changing how organizations undertake their day-to-day business operations and how they design online services to be simpler, clearer and faster for users. The success of the transformation depends on doing the required changes to existing policy and legislation that are barriers to change.

Australia’s goal: “A leading digital economy”

In 2011, the then Labor government released a National Digital Economy Strategy that set the goal of Australia becoming “a leading digital economy” by 2020. In 2015, the Australian federal government appointed UK digital specialist Paul Shetler as the inaugural CEO of a new Digital Transformation Office. The DTO’s agenda was to transform the way public services are designed and delivered, making them “digital by default.”

One of its first projects was a full redesign of australia.gov.au, with the goal of making it possible to perform all interactions with the federal government online. However, as time went on, the project became bogged down amid bureaucratic turf wars in the
capital of Canberra. The DTO struggled to get projects off the ground in the face of resistance from the entrenched power structure of Canberra public service mandarins determined to resist interference in their operations.

Mr. Shetler walked away from his job in November 2016, saying the Australian Public Service must wean itself off the "eye-watering" expense of hiring contractors and temps to undertake its IT projects.

In November 2016, the DTO was re-launched with a new name – the Digital Transformation Agency – and new leadership. Its goal is to help government departments and agencies undergo digital transformation.

In May 2017, Gavin Slater was appointed as CEO of the Digital Transformation Agency. He joined the agency as its role expanded, overseeing much of the federal government's IT expenditure which has soared in value to nearly $10 billion this financial year, up from $6 billion just two years ago.

The DTA’s responsibilities include:

- leading the digital transformation of government services
- working in partnership with government agencies to improve how they buy and deliver digital services
- improving the way government buys and uses technology
- helping to build digital skills capability across government
- advising government about digital service delivery and shared platforms, and
- providing greater transparency to government on ICT projects, costs, risks and opportunities.

Whole-of-government (WofG) transformation vision

The distinguishing characteristic of “whole of government” work is that there is an emphasis on objectives shared across organizational boundaries, as opposed to working solely within an organization. It encompasses the design and delivery of a wide variety of policies, programs and services that cross organizational boundaries.

Its use in the Australian context has generally implied an emphasis on breadth ('whole') and on government (especially Cabinet and the ministry), emphasising that public sector agencies are focused on the government's policy and operational agenda. There is also recognition that whole of government activities can be responsive to community needs for better co-ordination of services or policies.

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The digital transformation vision is about simplification and getting things done faster with government, through any channel. At the front, there is a layer of services that makes it easy for users to get things done with government. It starts with user needs. Users include individuals, businesses and their representatives, service providers and agencies.

Behind the user-facing services, there is a highly automated back office that eliminates almost all manual processing and case management. This frees up qualified staff to deal with complex and difficult challenges and be deployed with agility and performance better measured.

Supporting the services and back office are digital platforms providing highly commoditised functions, such as taking payments and providing notifications. These platforms are highly-scalable, providing simple, common, non-business-specific services. They are ultimately disposable, accessed via a simple government application program interface (API) to access the underlying infrastructure, commercially provided and able to be switched out as needed.

All these layers are underpinned by a strong foundation of well-structured data. This will make it possible to have real-time performance reporting, allowing government to measure and continuously improve services and enhance regulatory and compliance activities.
Benefits to the digital citizen

Under the digital transformation agenda, government departments and agencies will deliver a range of services that will provide benefits to all users. It is expected to improve Australian citizen’s digital experience based on their interactive use of services.

Major initiatives include Single Touch Payroll, My Health Record, Health Payments, Trusted Digital Authentication and Verification, whole-of-government platforms, grants administration and streamlined online business registration service. These initiatives will transform the experience of people, businesses and organizations in a number of ways, including:

**Life event personalisation:** Navigate content based on life events with pre-qualification to take part in programs based on circumstances  
**Push communications:** Receive targeted communications about new programs or when moving to a new stage in life.
Discoverable, joined-up services: Services and transactions used are increasingly joined up across agencies and tier of government, and the user is shown online what he/she needs to know to use them.

Multi-channel support: It is easy to interact with government across channels (e.g. phones, websites) and access support as needed is provided.

Pre-population: Use a government identity to pre-fill online forms or remove the need for them entirely.

Robust, safe and secure: The digital systems are robust and information is safe and secure.

Preferred channel enabled: Preferred channels when dealing with government can be used.

Tell us once: Securely tell the whole of government, not just one agency when information or circumstances are updated.

3rd party service/data integration: Use natural systems such as smartphone applications and business software to transact with government.

Digital Transformation Agenda

The digital transformation agenda provides the vehicle for governments to promote the delivery of digital transformation and its contribution to achieving the vision. It is a comprehensive agenda that is:

• co-ordinated and assisted by the Digital Transformation Agency;
• owned by all government agencies;
• focused on changing the way government interacts with, and provides services to, users; and
• aimed at driving reform of policies and processes that stand in the way of transformation; the agenda will align closely with broader whole-of-government reform agendas, including:
  - Contestability reform;
  - Shared services reform; and
  - Public management reform.

Among the key initiatives included in the Digital Transformation Agenda to be delivered by mid-2018 are:

• An agenda for government digital transformation that envelops and brands initiatives to demonstrate real change to the community.
• A WofG Information and Communications Technology (ICT) strategy that is co-designed with agencies and providers, providing a clear vision of government ICT to help drive further automation of the back office and transform the broader ICT landscape in government.
• Practical WofG guidance to enable agencies to move towards this vision (e.g. secure public cloud).
Successes and priorities for the future

In an August 2017 speech, his first as the Agency’s CEO, Mr. Slater said he believes technology is creating value for Australian individuals and businesses. For example:

**myTax:** The numbers of citizens filing their tax online more than doubled from 1.7 million in 2014–15 to 3.5 million in 2015–16.

**My Health Record:** This secure government website containing individual health information now has more than 10,000 healthcare providers connected, giving them access from anywhere, and at any time, to important information online about medical conditions, treatments and medicines.

**myGov:** This simple and secure way to access government online services now has between 9 million and 10 million active accounts; almost 290,000 transactions are completed on a daily basis.

Mr. Slater said the Agency’s top priority is to develop a clear digital service delivery roadmap for the whole of government to ensure its money is being invested in the transformation initiatives that will have the biggest impact on people using the government’s digital services. He acknowledged that there is much to be done if Australia is to increase the value creation for individuals, businesses and taxpayers. He said it would take collaboration among government departments and new approaches to problem solving. “It is really important that the most senior leaders in the organization — through their role modelling — foster an environment that encourages new ways of thinking, experimentation, and collaboration,” he said. “My vision and passion for the DTA is that we become known and respected as an agency that delivers disproportionate value relative to its size.”

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domainname.gov.au - Government Domain Names- external site
www.gov.au – A listing of websites for governments in Australia- external site
ITnews Australia

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The Malaysian Experience of Digitization of Government

Atiq ur Rehman

Introduction

The momentum of digitization in Malaysia is indeed remarkable and extraordinary. On the basis of the Digital Evolution Index (DEI) 2017 Momentum Score, Malaysia has secured second place in the world, just after China (Chakravorti & Chaturvedi, 2017). The process of digitization is delivering dividends too. The contribution of the digital economy in the Malaysian economy has already risen to 17% of gross domestic product (GDP) and it is projected to grow to 20% by 2020 (The Staronline, 2017).

This article presents an overview of the Malaysian experience of implementing e-government projects and programs, and attempts to draw lessons for developing countries. Since many developing countries are currently involved in implementing e-government projects, it could be useful for them to learn from the Malaysian experience.

Initiatives of e-government in Malaysia

If we look at the broad spectrum of the evolution of e-government in Malaysia, we find that the Malaysian Government started with the E-Gov 1.0 phase in 1995 which entailed one-way communication, i.e. providing static information to people. During the same regime, the Malaysian Government approved an initiative called the Multimedia Super Corridor. In 2007, Malaysia moved to second regime (E-Gov 2.0), which aimed at enabling the citizens to transact businesses online with the government. The third phase of the evolution (E-Gov 3.0) was initiated in 2016 and aims at creating opportunities for more active public participation (Bhunia, 2017; Dzazali, 2016).

The Malaysian e-Government model has progressed along three lines: 1) government to citizens (G2C); 2) government to business (G2B); and 3) government to government (G2G) (Kaliannan, Awang & Raman, 2010).

E-government projects are implemented by a specialized department, that is, the Malaysian Administrative Modernisation and Management Planning Unit (MAMPU). Major initiatives are briefly described:
Generic Office environment (GOE)

The GOE is designed to establish communication among the ministries, departments and agencies (Norshita, Halimah & Mohammad, 2010). It enables government officers and officials to send or receive emails, upload and access documents, announce or view meeting schedules and assign tasks to employees.

Electronic Procurement (eP)

Government procurement is administered online. The system enables business concerns to participate in the bidding process and the government agencies to place orders online.

Human Resource Management Information System (HRMIS)

The HRMIS is an automated and integrated HR management system, aiming at making human resources more highly effective. It covers all functional areas of human resources management, including strategy formulation and review, personnel record management, competency assessment, compensation management, career management, employee communication and behavioural change, resource management and separation management (Khairuddin, n.d.).

Project Monitoring System (PMS)

In local language, the PMS is called Sistem Pemantauan Projek (SPP). The current version of PMS is the SPP-II. The system is used by federal ministries and all relevant agencies to monitor their development projects.

The PMS of Malaysia consists of three modules: 1) operational modules (for monitoring projects); 2) managerial module (for the use of high authorities and senior management including minister, secretary, director general and the director concerned); and 3) knowledge repository (for sharing knowledge related to problems encountered during the implementation phase and solutions).

Electronic Services Delivery (e-Services)

This function provides a facility for citizens to do transactions with the public service delivery organizations, such as Road Transport Department (RTD), Tenaga Nasional Berhad (TNB) and Telekom Malaysia Berhad (TM) and so on.

Electronic Labour Exchange (ELX)

This is the e-employment initiative of the Malaysian Government. It connects job seekers with potential employers. Organizations can post job opportunities on the system.
**E-Syariah**

This system is meant for managing Syariah (Islamic law) court cases. There are 102 Syariah courts in the country (Norshita, Halimah & Mohammad, 2010), which are getting facilitated by the system.

**MyGovernment**

The website of MyGovernment ([https://www.malaysia.gov.my/public/cms/](https://www.malaysia.gov.my/public/cms/)) is a G2C initiative. The website provides detailed information in four broad areas, separately for Malaysian citizens and non-citizens. These areas are: 1) work – finding job opportunities, obtaining work permits and work in Malaysia; 2) visits – visa, culture and environment; 3) study – higher education, scholarships, and work and study; and 4) investment – investment opportunities, starting a new business and entrepreneurship (see Figure 1). This is a powerful platform for promoting e-participation.

**FIGURE 1: An image of the MyGovernment website**

1**Malaysia One Call Centre**

The 1Malaysia One Call Centre (1MOCC) is also a G2C initiative. Anyone can approach any service agency through a single telephone number (that is, 03 8000 8000), which operates 24 hours a day.
Usage of the system can be gauged from the number of calls. During November 2012 to April 2015, it handled 3.1 million public queries, complaints, suggestions and feedback (Government of Malaysia, 2015, p. 9-3).

**Other projects**

Several other projects have been launched. Some of them are G2C and some are G2B. Some of the G2C projects include (Khairuddin, n.d.):

- Electronic driver’s license issuance and renewal
- Integrated passport and visa processing
- Electronic tax payment and processing
- Electronic pension processing
- On-line health information
- Electronic school/higher education registration
- Electronic polling/survey
- Land Application and Monitoring System (LAMS)

Similarly, some of the G2B projects are:

- Online registration of companies and businesses
- Electronic trade licenses/permits
- Online information on tariffs and shipping schedules

All these projects are helping to deliver services with agility and effectiveness. They are driving the nation through a social and economic transformation.

**Achievements**

**High rating on the indicators of e-governance**

Malaysia’s first major achievement has been to rank highly on different indicators of e-governance in the world. The United Nations (UN) uses the Online Service Index (OSI) to rank and categorize countries on their progress towards digitization of government, that is, e-government. OSI is, in fact, a measure of the presence of government online.

The UN Survey of 2016 places Malaysia in the category of High OSI (UN, 2016). Similarly, another index used by the UN is E-Govt Development Index (EGDI). Again, Malaysia ranks among High EDGI countries. This performance clearly shows that Malaysia has made noteworthy progress towards digitization of the government.

The digital evolution index (DEI 2017), Fletcher school at Tufts University and MasterCard, all rate Malaysia among the fastest growing digital economies of the world.
The nation’s second major achievement is the high participation of citizens in the system’s use. On the index of e-participation, Malaysia has been placed by a recent UN survey among the top 50 performers in the world (UN, 2016). The Government has kept improving its websites. In 2014, 98% of the Government websites and portals were rated 3-stars and above, up from 82% in 2011. In addition, more and more citizens are able to communicate with the government online. The proportion of the population using the Internet has increased to 67.5% (UN, 2016).

**E-services up**

In 2015, 83% of the government services were available online (MAMPU, 2016), up from 77% in 2014. The total number of services were 13,483 (Government of Malaysia, 2015, p. 9-3). Around 15.4 million customers were served by Urban Transformation Centres (UTCs), Rural Transformation Centres (RTCs) and Mobile Community Transformation Centres (mCTCs) alone in 2014 (Government of Malaysia, 2015, p. 9-3).

The UTC, RTC and mCTC initiatives are part of the National Blue Ocean Strategy (NBOS). The UTCs and RTCs house about 40 core government and private-sector agencies for providing services under one roof. The NBOS is meant to improve of government services to the citizens through partnership with the private sector (Borneo Post Online, 2016).

**E-public sector growing**

Technology has also helped the government to transform public administration into an active, efficient and responsive actor. Major achievements made by Malaysia under the Public Sector ICT Strategic Plan 2011-2015 are (MAMPU, 2016):

- 31 Agencies are using Digital Document Management System (DDMS)
- 200 Agencies are using Mymesyuurat (it is an online meeting management and monitoring system)
- 4 Pilot projects on Big Data Analitics (analytics)
- 1Gov*Net implemented in 209 agencies
- 84 Agencies using PDSA-1 (Pusat Data Sektor Awam-I) i.e. Public Sector Data Centre
- 50 Agencies using PDSA-2
- 284,027 1govUC [1Government Unified Communications] users ([http://www.1govuc.gov.my/](http://www.1govuc.gov.my/)). It provides email services, audio and video conferencing, sending text messages, transmitting faxes etc.
Interventions of the government are clearly boosting efficiency in service delivery, enhancing access of citizens to the public services, promoting transparency and enhancing accountability.

Conclusion and lessons for other countries

The Malaysian e-government program has demonstrated success and could be adopted by other countries. Following are the major lessons, which other countries can learn from:

- Incrementalistic approach – The Malaysian Government has gradually implemented the e-government program. Khairuddin (n.d.) highlights this approach of Malaysia as “start small, deliver value”.
- Taking technology only as an enabler – Khairuddin (n.d.) believes that technology is only a small and the easy part of the whole initiative. He emphasizes that managing change remains a big challenge during the implementation of such initiatives. He suggests that a strong project management team must be deployed to ensure that the projects are implemented successfully (Khairuddin, n.d.).
- Commitment of the top leadership – In Malaysia, the initiatives of e-government had strong backing of the top leadership of the country.
- Active participation of the private sector – Most of the e-government initiatives involved active participation of the private sector.
- The e-government initiatives can produce synergy if it brings three pillars of society on a single platform i.e. government, business and citizens. Hence, three lines of initiatives, i.e. G2C, G2B and G2G should go hand in hand.
- Integration of all major domains is critical to the success, as it evenly develops capacity of the entire system and also produces synergetic effects.
- A strong program performance measurement system is necessary for monitoring and controlling of the e-government initiatives.

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Technology as an Efficiency Booster in the Malaysian Judicial System

Thavaraj Subramaniam and Atiq ur Rehman

Introduction

Prior to the introduction of digitization, Malaysia’s judicial system was considered slow and inefficient. It suffered from difficulties such as delays, backlogs and weak judgments (Malaysian Bar, 2011). To overcome these issues, the system was modernized with information technology. This article examines the impact of digitization, or e-justice, in Malaysian courts.

E-justice is defined as: “The use of Internet technology in handling various administrative procedures before, during and after the administration of justice....” (Floridis, 2017). It provides a host of possibilities throughout the legal process, from lobbying to providing remote authoritative legal information and certificates. It is seen by many as the key to streamlining and expediting justice (Floridis, 2017).

E-justice is based on courtroom and administrative technologies. It targets four key areas: improving the efficiency of the judicial system; reducing the time for disposing of cases; reducing the cost of justice; and boosting the quality of judgments.

High-income countries have made significant progress towards automation of courts (World Bank, 2017, p. 37), while many lower- and middle-income countries are in the process of doing it. Even some low-income countries are reforming their judicial systems through initiatives of automation and integration interventions. Rwanda is a good example (World Bank, 2017, p. 37).

The judicial system in Malaysia

Two legal systems operate side-by-side in Malaysia: the civil judicial system and Syariah judicial system (Saman & Haider, 2013).

The civil judicial system works under the ambit of Article 121 of the Federal Constitution. It consists of superior courts and subordinate courts. The subordinate courts include magistrates’ courts, the courts for children and session courts.

On the other hand, the Federal Court, the Court of Appeal and High Courts are part of the superior courts. Two High Courts have been created, one in the states of Malaya and one in the states of Sabah and Sarawak (see Figure 1). The Court of Appeal hears...
appeals against decisions of the High Courts. A judge of a High Court can sit as a judge in the Court of Appeal (Article 122A2 of the Federal Constitution).

The Federal Court is the nation’s Supreme Court. It can hear cases against any legislation passed by Parliament, as well as cases regarding disputes among the federation and any state (Article 128(1)). The Yang di-Pertuan Agong (he is head of the state) may also refer any case to the Federal Court for advice.

The Shariah Judicial System operates as a separate judicial system exclusively for Muslims. The Civil Judicial System has no jurisdiction over the Shariah courts.

**FIGURE 1: Structure of the Malaysian Judicial System**

![Structure of the Malaysian Judicial System](http://adminscience.blogspot.my/2011/07/structure-of-malaysian-judiciary.html)

**E-justice system in Malaysia**

E-justice in Malaysia was implemented in two phases:

- **Phase 1 (2009-2011):** During this phase four tech-based systems were implemented in the courts. They included an E-filing System (EFS), Case Management System (CMS), Queue Management System (QMS) and Court Recording and Transcription System (CRT). However, not all four systems were initially implemented in all courts. Only the CRT system was implemented in all courts, while the other three were implemented in only main courts located at

- **Phase 2:** The second phase covered online filing for criminal matters and power of attorney, an appeal module for the Court of Appeal and Federal Court, e-lelong, integration with Bar Council for Practising Certificate Module, and integration with the Royal Malaysian Police, Road Transport Department, Immigration Department, National Registration Department, Insolvency Department and Prison Department (Qishin Tariq, 2016).

### Major components of the e-justice system in Malaysia

The evolved e-justice system of Malaysia consists of following components:

- **E-filing System (EFS):** Any lawyer can file a case online. The system generates a unique number for each case and determines fees applicable to the case (Keong, 2017). The case is processed by the court clerks and is submitted to the court registrar who applies a digital court seal. Eventually, the case moves into the case management system (Zakaria, 2012).

- **The Case Management System (CMS):** The CMS is meant for scheduling of trials, online tracking, managing court diaries and generating management reports (Keong, 2017).

- **The Queue Management System (QMS):** The QMS enables lawyers to mark their attendance by using a kiosk system and to activate the messaging service. It allows the courts to know whether all parties are present. It also enables lawyers to attend multiple courts simultaneously, in the same premises. (Keong, 2017; Zakaria, 2013)

- **The Court Recording and Transcription System (CRT):** The CRT system records (audio and video) all the court proceedings. It has freed judges from the burden of taking notes (Keong, 2017). Lawyers can obtain a recording of their cases (Zakaria, 2013). It improves transparency and enhances satisfaction of people in the justice system. The United Nations E-Government Survey 2016 comments: “Access to judicial information enhances transparency of the judicial system as well as trust in the legal system of a country” (p. 26).

- **Lelong system:** This system was implemented in the Kuantan Court Complex in March 2017. It is meant for electronic auctions (Keong, 2017).
- **E-Court Finance system (E-CFS):** The E-CFS was implemented in 2014. It was piloted in Malacca, then implemented in Kuala Lumpur (The Malaysian Bar, 2014). It has replaced the traditional account system of the courts (Keong, 2017), and has enhanced transparency.

- **E-Jurubahasa (interpreter):** It allows court officials to interpret documents or statements regarding criminal matters in foreign languages (Keong, 2017).

- **Integration with other systems:** The e-court system of Malaysia is now being integrated with many external systems. They include: Bar Council for Practising Certificate Module; Royal Malaysian Police; National Registration Department; Immigration Department; Road Transport Department; Insolvency Department; and Prison Department (Keong, 2017).

### Users of the system

There are three distinct categories of users: public, government agencies, and lawyers. Four systems comprise an e-court: Video Conferencing System, Case Management System, Community and Advocate Portal System, and Court Recording and Transcription System (Hassan & Mokhtar, 2011). Technological innovations being used in courtrooms include:

- electronic filing (Langbroek, 2009)
- electronic case management (Langbroek, 2009)
  - Online case registration
  - Online date fixation
  - Serving notices online and through emails
- electronic data interchange (Langbroek, 2009)
- e-justice initiative (Langbroek, 2009).
- electronic transcription system
- public access to judicial cases and records

### E-Syariah

Syariah is a judicial system operating under the jurisdiction of Islamic laws. E-Syariah was launched much earlier than the introduction of technologies in the civil judicial system. It was implemented in 2002 (Saman & Haider, 2013). The E-Syariah version 2 was launched on 1st July 2011. Its portal is [http://www.esyariah.gov.my/](http://www.esyariah.gov.my/). Its scope is limited to Muslims only. Cases are classified into three categories:

- Criminal cases (called “jenayah”)
- Inheritance cases (called “faraid”)
- Property cases (called “mal”)
E-Syariah allows public users to perform the following activities:

- Online pre-registration of cases
- Registration of cases with online payment
- Distribution of property of a deceased person among his/her heirs (known as “Faraid” Calculation)
- e-forms (called “E-Borang”)
- Checking status of a case
- Searching for Syarie lawyers
- Information on Syarie lawyers

Lawyers and legal firms have different requirements. E-Syariah allows lawyers to perform the following activities:

- Renewal of certification in legal practice
- Posting application forms
- Updating information of Syariah lawyers
- Searching for Syariah lawyers
- Information on Syariah lawyers
- Checking the status of client cases
- Pre-registration of property cases (known as mal cases)
- Registration of mal cases with online payment
- Renewal of certification in legal practice with online payment

**Impact of e-justice**

The following are benefits of e-filing of cases:

- Efficiency in the courts: The speed of disposing cases has considerably improved. Hamin Othman & Mohamad (2013) have examined the impact of e-court systems. They state: “The technologies at the courts helped to speed up the disposal rate of proceedings particularly because the system ‘forces’ the judges to dispose cases within a specified timeframe allocated for such cases by generating occasional reminders to the judges and automatic updates to the Chief Judge”. The efficiency of the system has also improved because cases can be filed online, by lawyers, at any time and from anywhere. Improvements in the efficiency of the system are evident from the reduction in the number of court cases, which have declined considerably during 2009-2016. During this period, the backlog of cases has also considerably declined, while session court cases are down 76% and magistrate court cases have fallen 29% (see Figure 2).

- Improved transparency: This is due to technology, especially because of video recordings of court proceedings. Chances of human error have also been minimized.
• Eliminating the incidents of missing files.
• Saving time: Technology saves time for judges, court officials, lawyers and the public.
• Other benefits of the e-justice system are:
  o Reduced need of manpower
  o Saving paper
  o Reducing red tape
  o Standardizing processes
  o Systemic management of cases

**FIGURE 2: Number of court cases in progress (Source: Keong, 2017)**

![Bar chart showing the number of court cases in progress](chart.png)

**Conclusion and lessons for other countries**

Justice is a critical factor for achieving a higher level of socio-economic development in any country. Developing countries can adopt the model designed and implemented by Malaysia to transform their judicial systems.

It can also help combat corruption. Returns on investment for such initiatives are very high, while costs of implementing e-justice technologies are not.

Malaysia’s experience offers lessons for many other countries struggling to improve the efficiency of their judicial systems. Two important lessons for them are:

• The system should be designed, implemented and managed in such a way that it fully protects the integrity and safety of the court’s database (Zakaria, 2013)
To smoothly execute the e-court system, law firms should be facilitated in getting familiar with the system. The Chief Justice of Federal Court of Malaysia recommends that change champions should be appointed at each level of the hierarchy to facilitate adoption of system (Zakaria, 2013).

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